

# General Government

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# Finance Department

**Mission Statement:** The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change
Personnel	6,991,680	7,836,539	8,225,960	5.0%
Non-Personnel	3,124,068	3,103,243	3,064,918	-1.2%
Capital Goods Outlay	9,597	24,485	26,185	6.9%
Total Expenditures	<u>\$10,125,345</u>	<u>\$10,964,267</u>	<u>\$11,317,063</u>	3.2%
<b>Less Revenues</b>				
Internal Service	19,411	44,600	44,600	0.0%
Special Revenue Fund	233,299	239,401	555,760	132.1%
Total Designated Funding Sources	<u>\$252,710</u>	<u>\$284,001</u>	<u>\$600,360</u>	111.4%
<b>Net General Fund Expenditures</b>	<u><b>\$9,872,635</b></u>	<u><b>\$10,680,266</b></u>	<u><b>\$10,716,703</b></u>	<b>0.3%</b>
<b>Total Department FTE's</b>	<b>90.5</b>	<b>90.5</b>	<b>91.5</b>	<b>1.2%</b>

## Highlights

• In FY 2013 the total general fund budget increases \$36,437 or 0.3%, while Special Revenue Fund increases \$316,359 or 132.1% and is fully supported by pension investment earnings. Of the \$316,359 increase in Special Revenue Fund \$229,038 is for the addition of three new staff members, described below, another \$73,383 in general fund savings reflects a position now funded from permitting fees that are reflected in the table above as Special Revenue Funds.

• In FY 2013 personnel costs increase by \$389,421 or 5.0%. This is due to the addition of four positions (detailed below) offset with the loss of three positions, along with merit-step and benefit increases.

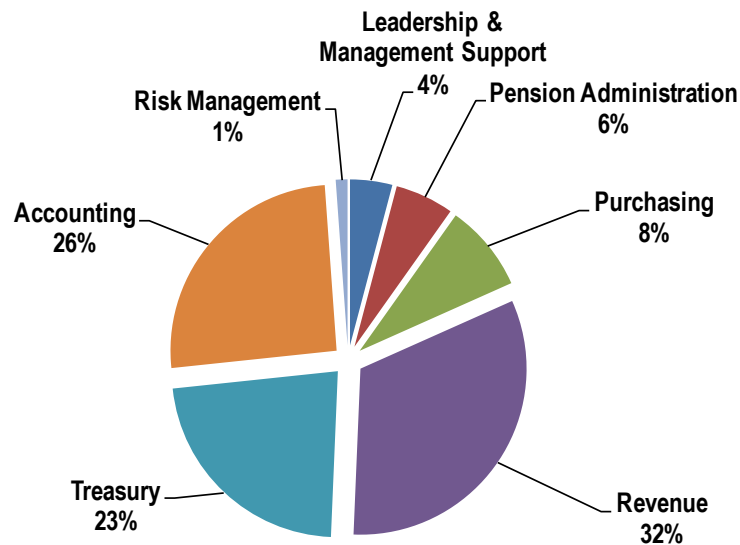
- The Finance Department added three new positions to the Pension Administration Program. Currently the City pays an outside vendor to administer the defined benefits plan for Firefighters and Police Officers. Finance will be bringing this service “in-house” and use the savings generated in the pension plan funds to fund the new positions. This accounts for \$229,038 of the \$316,359 increase in Special Revenue Fund.
- The Department of Community and Human Services has transferred one position to the Finance Department where they will work on the Enterprise Resource Planning System.
- An Accountant position will be transferred from Finance to Internal Audit to improve performance management and accountability.
- Two Risk Management positions are proposed for elimination. Limited risk management functions will be performed by individual departments with some Finance staff and support from a third party administrator.
- In FY 2013 non-personnel costs decrease by \$38,325 or -1.2% due to decreases in general support for the risk management function.

# Finance Department

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met on financial reporting	100%	100%	100%

## FY 2013 Proposed Expenditures by Program



# Finance Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change
Leadership and Management Support	\$470,271	\$479,147	\$468,610	-2.2%
Pension Administration	355,622	515,489	650,718	26.2%
Purchasing	861,761	979,607	968,761	-1.1%
Revenue	3,102,091	3,634,678	3,607,851	-0.7%
Treasury	2,447,938	2,397,717	2,582,399	7.7%
Accounting	2,554,860	2,634,335	2,909,366	10.4%
Risk Management	332,802	323,294	129,358	-60.0%
<b>Total Expenditures</b>	<b>\$10,125,345</b>	<b>\$10,964,267</b>	<b>\$11,317,063</b>	<b>3.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change
Leadership and Management Support	2.1	2.8	2.7	-5.4%
Pension Administration	3.0	3.0	6.0	100.0%
Purchasing	8.0	8.0	8.0	0.0%
Revenue	37.5	37.4	35.8	-4.2%
Treasury	17.6	17.6	17.6	0.0%
Accounting	21.3	19.5	20.7	6.3%
Risk Management**	2.2	2.5	1.0	-61.2%
<b>Total full time employees</b>	<b>90.5</b>	<b>90.5</b>	<b>91.5</b>	<b>1.2%</b>

### Finance Programs and Activities

### Dept Info

#### Leadership & Mgmt Support Services

Leadership & General Mgmt

#### Pension Administration

Pension Investment

Retirement Plan Admin.

#### Revenue

Business & Personal

Property Tax Assessment

Delinquent Tax Collections

Tax Audit, Research & Analysis

Taxpayer Assistance/ Customer Relations

#### Purchasing

Purchasing

#### Treasury

Payment Processing

Tax Billing

Cash Management/ Investment

Parking Adjudication

#### Accounting

Financial Reporting

Paying & Billing

Vendors/Employees

Reconciliations

#### Risk Management

Tort Claims Management

Workplace & General Safety

Management

Liability/Property Insurance

Management

Workers Comp Claims

Management

#### Department Contact Info

703.746.3900

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#### Department Head

Laura Triggs, CPA,

Acting Chief Financial Officer

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#### Department Staff

Ray Welch, Comptroller

Steven Bland, Retirement Administrator

Debbie Kidd, JD, Dep. Dir. of Finance - Revenue

David Clark, Dep. Dir. of Finance - Treasury

Eleanor Foddrell, Purchasing Agent

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	4.6%	4.4%	4.1%
Total Expenditures	\$470,271	\$479,147	\$468,610
Less Revenues	\$281,773	\$44,600	\$44,600
Net General Fund Expenditures	\$188,498	\$434,547	\$424,010
<b>Program Outcomes</b>			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	Yes

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2011 Actuals	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$470,271	\$479,147	\$468,610
FTE	2.1	2.8	2.7
\$ amount of revenue collected and funds disbursed	\$2,088,276,825	\$2,100,000,000	\$2,088,276,825
\$ amount of funds disbursed (all funds)	\$1,002,490,799	\$985,000,000	\$1,002,490,799
Ratio of Finance Department costs to City budget	1.0%	0.9%	1.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

## Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	3.5%	4.7%	5.7%
Total Expenditures	\$355,622	\$515,489	\$650,718
Less Revenues	\$231,932	\$239,401	\$555,760
Net General Fund Expenditures	\$123,690	\$276,088	\$94,958
<b>Program Outcomes</b>			
Ratio of annual pension administration program costs to City employer annual contributions	1.6%	1.9%	2.9%

### Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$44,998	\$196,096	\$82,960
FTE's	1.0	1.0	0.2
Funds invested at fiscal year end in millions of dollars <sup>1</sup>	\$358.9	\$340.0	\$370.0

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.			
Expenditures	\$310,624	\$319,393	\$567,758
FTE's	2.0	2.0	5.8
# of plans administered	9	8	7
# of employee/retirees consulting sessions	1,400	1,428	1,456
Cost per employee/retiree served	\$221.87	\$223.66	\$232.64
Ratio of annual pension administration costs to fund assets	0.09%	0.09%	0.15%

# Finance Department

## Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	30.6%	33.2%	31.9%
Total Expenditures	\$3,102,091	\$3,634,678	\$3,607,851
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,102,091	\$3,634,678	\$3,607,851
<b>Program Outcomes</b>			
Total tax revenue generated for the City in compliance with City regulations	\$468,087,388	\$481,140,912	\$495,809,214

## Activity Data

<b>BUSINESS &amp; PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,297,471	\$1,566,831	\$1,545,407
FTE's	14.9	15.4	15.0
# of tax transactions processed	1,916,205	1,832,839	1,954,529
Cost per tax transaction processed	\$0.68	\$0.85	\$0.79
% of tax assessments processed by due date	100%	100%	100%

<b>DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.</b>			
Expenditures	\$626,776	\$664,323	\$645,638
FTE's	7.8	7.1	6.6
# of demands for payment action sent	170,204	167,676	173,608
Cost per demand for payment action	\$3.68	\$3.96	\$3.72
% of delinquent tax collected annually	91.0%	82.0%	91.0%

<b>TAX AUDIT, RESEARCH &amp; ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.</b>			
Expenditures	\$309,729	\$418,482	\$355,323
FTE's	4.3	4.3	3.6
# of tax accounts reviewed/audited	97,854	91,180	99,811
Costs of tax accounts reviewed/audited	\$3.17	\$4.59	\$3.56
\$ amount of revenue generated from audits and compliance activity	\$1,012,309	\$1,200,000	\$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	30.6%	34.9%	29.6%

## Revenue Program (continued)

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$868,115	\$985,042	\$1,061,483
FTE's	10.5	10.6	10.7
# of applications processed for tax relief programs	1,362	1,334	1,389
# of tax payers assisted on State tax issues*	300	300	300
Cost per application processed	\$24.60	\$22.47	\$25.98
% of applications approved for tax relief	90.0%	98.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	99%	99%



# Finance Department

## Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	24.2%	21.9%	22.8%
Total Expenditures	\$2,447,938	\$2,397,717	\$2,582,399
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,447,938	\$2,397,717	\$2,582,399
<b>Program Outcomes</b>			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

### Activity Data

<b>PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,249,492	\$1,254,510	\$1,315,562
FTE's	9.5	9.8	9.9
# of tax payments processed	208,963	267,000	217,000
# of electronic payments	146,291	200,250	169,260
# of manual payments	62,672	66,750	47,740
# of tax payments processed per FTE	21,996	27,385	22,030
% of tax payments processed electronically	70.0%	75.0%	78.0%

<b>TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.</b>			
Expenditures	\$569,868	\$596,289	\$696,073
FTE's	7.8	7.1	7.0
% of current year personal property tax collected	93.8%	96.0%	93.8%
% of current year real estate tax collected	99.6%	99.0%	99.6%
% of current year business property tax collected (including statutory assessments)	91.2%	87.0%	91.2%

<b>CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.</b>			
Expenditures	\$303,970	\$321,488	\$326,599
FTE's	0.3	0.7	0.7
Average month end portfolio dollar balance	\$116,320,000	\$105,000,000	\$110,000,000
City's rate of return	0.5%	1.8%	0.5%

<b>PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.</b>			
Expenditures*	\$324,608	\$225,430	\$244,165
FTE's	0.0	0.0	0.0
# of cases concluded	8,071	7,000	7,000
% of cases adjudicated without appeal	99.9%	99.8%	99.9%

## Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	25.2%	24.0%	25.7%
Total Expenditures	\$2,554,860	\$2,634,335	\$2,909,366
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,554,860	\$2,634,335	\$2,909,366
<b>Program Outcomes</b>			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

### Activity Data

FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,135,560	\$1,090,417	\$1,282,534
FTE's	5.5	4.3	5.2
# of audit reports issued	4	4	4
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	\$1,105,761	\$1,181,580	\$1,222,823
FTE's	11.8	11.2	11.5
# of employees processed annually	4,041	4,150	4,300
# of transactions processed	463,602	485,254	485,000
Cost per transaction	\$2.39	\$2.43	\$2.52
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	97.0%	96.0%	97.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	\$313,539	\$362,338	\$404,009
FTE's	4.0	4.0	4.0
# of capital, debt, bank, health and workers comp reconciliations produced	2,854	2,750	2,802
Cost per reconciliation produced	\$109.86	\$131.76	\$144.19
% of reconciliations issued within a desired timeframe	99.0%	99.0%	99.0%

## Risk Management Program

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	3.3%	2.9%	1.1%
Total Expenditures	\$332,802	\$323,294	\$129,358
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$332,802	\$323,294	\$129,358
<b>Program Outcomes</b>			
% reduction in number in annual claim expenses	51.9%	3.0%	3.0%

Note: Reported 51.9% reduction reflects "snapshot" as of 7/26/11, reflecting paid to date by FY. FY 2011 claims have one year less payment development than FY2010 claims as of the snapshot date. FY 2011 claims will have more additional payment activity than prior year claims. Although payment activity will continue, the trend is promising. Proposed reduction for future years is Over All after full payment development.

### Activity Data

<b>TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$33,444	\$34,957	\$0
FTE's	0.3	0.3	0.0
# of claims handled	96	135	110
Administrative cost per claim	\$348	\$259	\$0
% of claims settled within 6 months	83%	90%	90%
<b>WORKPLACE &amp; GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.</b>			
Expenditures	\$155,477	\$143,537	\$91,053
FTE's	0.9	1.0	0.7
# of safety consultations	110	115	125
Cost per request	\$1,413	\$1,248	\$728
% of requests resolved within 7 work days	80%	85%	87%
<b>LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.</b>			
Expenditures	\$66,875	\$63,003	\$27,672
FTE's	0.3	0.5	0.2
# of policies obtained	13	15	15
Administrative cost per policy	\$5,144	\$4,200	\$1,845
% of exposure reduced through insurance/reinsurance	50%	50%	50%
<b>WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.</b>			
Expenditures	\$77,006	\$81,797	\$10,633
FTE's	0.7	0.8	0.1
# of claims handled	219	245	235
Administrative cost per claim	\$352	\$334	\$45
% of claims closed within 12 months	95%	85%	90%

## Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
% Total All Funds Budget	8.5%	8.9%	8.6%
Total Expenditures	\$861,761	\$979,607	\$968,761
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$861,761	\$979,607	\$968,761
<b>Program Outcomes</b>			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	65.0%	83.0%	85.0%

### Activity Data

<b>PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$861,761	\$979,607	\$968,761
FTE's	8.0	8.0	8.0
# of significant contracts administered	535	500	550
Staff cost per # of significant contracts administered	\$1,611	\$1,959	\$1,761
Percentage of significant contracting actions executed for clients within mutually agreed time frames	65%	83%	85%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	\$785,781	\$500,000	\$800,000
Percentage of the number of vendor payments made with procurement cards	43%	75.0%	45.0%

# Finance Department

## Summary of Budget Changes

### Supplemental Funding

Activity	Adjustment	FY 2013 Proposed
<b>Pension Administration</b>	<i>Pension Administration - New System and Staffing</i>	<b>3.0 FTE</b>
Currently the City pays over \$1 million to a third party administrator for defined benefits plans. With the addition of new software (price not included in this request) and three new positions (\$229,038 in Special Revenue Fund) the Finance department will be able to administer the defined benefits plan in-house. The positions will be paid for using the savings from this action.		

### Expenditure Reductions

Activity	Reduction	FY 2013 Proposed
<b>Risk Management</b>	<i>Elimination of Two Full-Time Positions</i>	<b>-\$220,449</b>
This reduction will eliminate two positions (one currently vacant) within the Risk Management Program. This reduction will make City departments the primary source of safety training, employees will be responsible for obtaining their own defensive driver training, and some initiatives in assessing and reviewing disability and workers compensation trends will no longer be performed.		

# General Services Department

**Mission Statement:** The mission of the Department of General Services is to provide exceptional management of the City's Real Estate, Property, Fleet Maintenance and Support Services.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$5,948,609	\$6,642,935	\$6,359,917	-4.3%
Non-Personnel	6,041,026	6,011,056	5,870,827	-2.3%
Capital Goods Outlay	5,074	274,678	302,168	10.0%
<b>Total Expenditures</b>	<b>\$11,994,709</b>	<b>\$12,928,669</b>	<b>\$12,532,912</b>	<b>-3.1%</b>
<b>Less Revenues</b>				
Internal Service	\$14,492	\$272,678	\$300,168	10.1%
ARRA - Stimulus	\$113,566	\$0	\$0	0.0%
Special Revenue Fund	\$185,216	\$169,107	\$67,393	-60.1%
<b>Total Designated Funding Sources</b>	<b>\$313,274</b>	<b>\$441,785</b>	<b>\$367,561</b>	<b>-16.8%</b>
<b>Net General Fund Expenditures</b>	<b>\$11,681,435</b>	<b>\$12,486,884</b>	<b>\$12,165,351</b>	<b>-2.6%</b>
<b>Total Department FTE's</b>	<b>67.0</b>	<b>70.0</b>	<b>67.0</b>	<b>-4.3%</b>

## Highlights

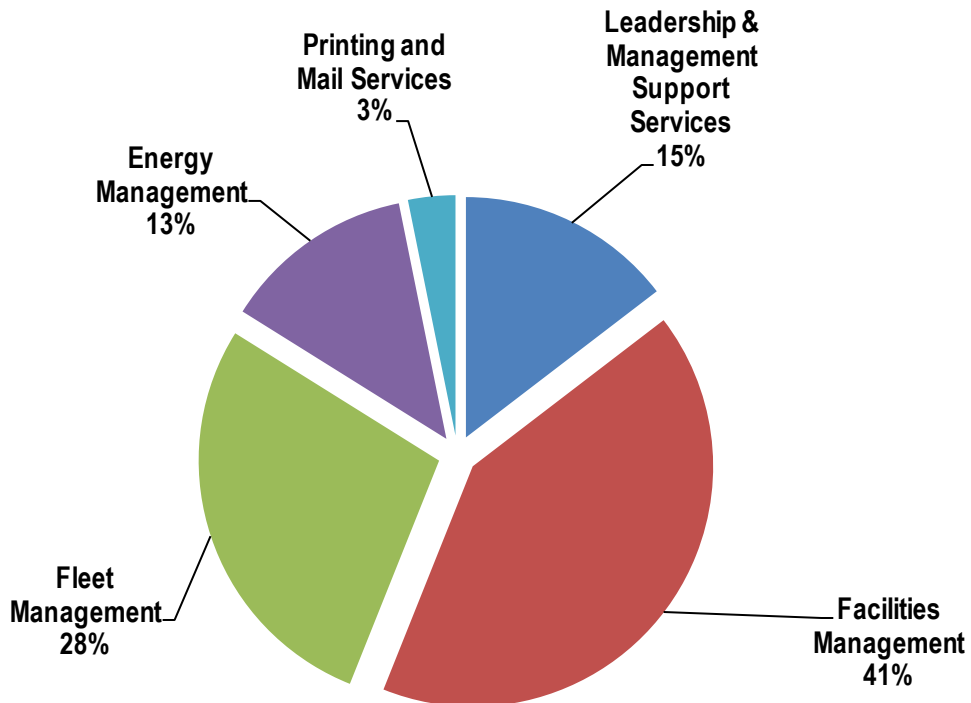
- In FY 2013 the General Fund budget will decrease by \$321,533, or 2.6%.
- Personnel costs will decrease by \$283,018, or 4.3%. This is attributed to the elimination of three positions and turnover savings resulting from normal attrition, offset by increased costs for merit step increases and benefits for existing employees. In addition, the cost of one position will be funded through the CIP starting in FY 2013.
- Non-personnel costs will decrease by \$140,229, or 2.3% during FY 2013. This decrease can be attributed to reduction in the City's parking management contract (-\$33,644), a new utility savings plan (-\$89,000), and other efficiencies.
- Capital Goods Outlay will increase in FY 2013 by \$27,490, or 10.0%. This is due largely to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year increase is due to FY 2013 having a larger than average number of vehicles scheduled for replacement.
- In FY 2012, General Services staff reorganized both the Facilities Management, and Vehicle Operations and Maintenance programs. The reorganization more clearly reflects how the personnel and non-personnel expenditures relate to activities. Under the Facilities Management program, the Support Services, Ice and Snow Removal, and Special Event Support are within a new Support Services activity. A new Planning & Design activity is made up of Project Management, CIP Development, and Space Planning. A new Portfolio Management activity was created to include all operating, facility maintenance activities, and capital renewal associated with four distinct portfolios of City property. Under the Fleet Management Program, the Fleet Operations activity will combine routine maintenance, repairs, emergency support services, safety & emissions inspections, fleet administration, specification & acquisition, preparation, and vehicle disposal activities.

# General Services Department

## Selected Performance Measures

Selected Performance Measures	FY 2011 Approved	FY 2012 Approved	FY 2013 Proposed
# of square feet of leased space (managed by General Services; City as tenant)	413,889	388,676	389,000
Total square feet of City owned space	2,119,841	2,393,926	2,305,102
# of vehicle preventive maintenance requests completed	3,120	3,120	3,120
# of gallons of fuel purchased	720,000	700,000	725,000
Cost per gallon of fuel	\$2.00	\$2.00	\$3.25

## FY 2013 Proposed Expenditures by Program



# General Services Department

## Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & General Management	\$1,836,543	\$2,109,219	\$2,066,210	-2.0%
Facilities Management	\$5,748,574	\$6,024,477	\$5,868,194	-2.6%
Fleet Management	\$4,519,140	\$4,110,960	\$3,940,230	-6.5%
Energy Management	\$1,738,280	\$1,775,987	\$1,830,986	3.1%
Printing and Mail Services	\$450,016	\$530,114	\$449,380	-15.2%
Less Recovered Costs For Printing Services	-\$147,107	-\$120,000	-\$120,000	0.0%
Less Recovered Costs For Fleet Management	-\$2,150,467	-\$1,502,088	-\$1,502,088	0.0%
<b>Total Expenditures</b>	<b>\$11,994,979</b>	<b>\$12,928,669</b>	<b>\$12,532,912</b>	<b>-3.06%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program <sup>1</sup>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & General Management	10.2	10.2	10.5	2.9%
Facilities Management	30.3	32.4	32.2	-0.5%
Fleet Management	20.4	21.4	18.1	-15.2%
Energy Management	1.3	1.3	2.3	76.9%
Printing and Mail Services	4.8	4.8	3.9	-18.8%
<b>Total full time employees</b>	<b>67.0</b>	<b>70.0</b>	<b>67.0</b>	<b>-4.3%</b>

<sup>1</sup> During FY 2012 the Department implemented a significant reorganization. As a result FTE's throughout the organization were reallocated among all of the programs and activities. Prior year data has been modified for comparison purposes.

## General Services Programs and Activities

<b>Leadership &amp; Mgmt Support Services</b> Leadership and General Management Contracts Management Real Estate Management	<b>Facilities Management</b> Support Services Planning and Design Portfolio Management Parking Management
<b>Fleet Management</b> Fleet Operations Parts Fuel Acquisition	<b>Printing &amp; Mail Services</b> Printing Services Self-Service Copy Management Mail Distribution
<b>Energy Management</b> Energy & Consumption Management	

## Dept Info

### Department Contact Info

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Vacant, Deputy Director, Planning, Construction and Facilities  
Alfred Coleman, Division Chief, Administration  
Prabhakar Rao, Division Chief, Fleet Services  
Jennifer Nettles, Portfolio Manager  
Patrice McAulliffe, Portfolio Manager  
Donna Poillucci, Portfolio Manager  
Bill Eger, Energy Manager



# General Services Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of Total All Funds budget	15.7%	16.9%	17.0%
Total Expenditures	\$1,836,543	\$2,109,219	\$2,066,210
Less Revenues	\$170,226	\$441,785	\$367,561
Net General Fund Expenditures	\$1,666,317	\$1,667,434	\$1,698,649
<b>Program Outcomes</b>			
% of customers who rate the service provided by the Department of satisfactory or better General Services	N/A	100%	85%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,173,341	\$1,342,488	\$1,549,496
FTE's	6.6	6.6	7.9
Number of Full Time Employees	67.0	70.0	70.0
% of departmental service delivery programs within approved budget	85%	90%	90%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures.			
Expenditures	\$261,076	\$259,685	\$135,815
FTE's	2.5	2.5	1.6
# of contracts managed (New measure, not included in the FY 2012 Approved Budget)	22	N/A	25
% of contracts awarded and maintained without dispute or lapse	90%	90%	90%

Contract Management expenditures will decrease \$123,870, or 47.7% in FY 2013. This is due largely to the reduction of costs for two Capital Project Manager positions during the FY2013 budget process and who are allocated in part to this activity. One position will be eliminated and one will be charged to the CIP.

REAL ESTATE MANAGEMENT - The goal of the Real Estate Management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs and activities.			
Expenditures	\$402,126	\$507,046	\$380,899
FTEs	1.1	1.1	1.1
Average cost per square foot of leased space managed by the City	\$24	\$26	\$26
Percentage of leased space vs. Percentage of City owned space	81%	84%	80%
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

# General Services Department

## Facilities Management Program

The goal of Facilities Management is to provide for the planning and design required for the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs, as well as to provide facility maintenance and repair services to all City departments and agencies housed in City-owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% Total All Funds Budget	49%	48%	48%
Total Expenditures	\$5,748,574	\$6,024,477	\$5,868,194
Less Revenues	\$29,482	\$0	\$0
Net General Fund Expenditures	\$5,719,092	\$6,024,477	\$5,868,194
<b>Program Outcomes</b>			
% of customers who rate service provision satisfactory or better*	N/A	N/A	80%

\*General Services began tracking customer satisfaction via Customer Surveys in FY 2012. Therefore no data is available in previous years and no data was included in the FY 2012 Approved budget.

<b>SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$917,943	\$959,343	\$623,267
FTE's	4.9	4.5	6.7
# of events managed	195	340	357
Cost per managed event	\$780	\$770	\$800
% of customers who rate service provision satisfactory or better	N/A	N/A	90%
% of work orders that are repair versus preventative	50%	60%	60%

<b>PLANNING &amp; DESIGN – The goal of Planning &amp; Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies ; and A47to provide for space planning services to departments and agencies in support of their missions, programs and activities.</b>			
Expenditures	\$929,022	\$1,017,574	\$834,550
FTE's	9.3	9.2	7.5
<b>CIP Development - New Building/New Design and Construction</b>			
# of projects for consideration in the Capital Improvement Program	20	11	10
<b>Project Management</b>			
# of projects managed	20	16	15
% of projects completed on schedule	97%	95%	95%
% of projects completed on budget	98%	95%	95%

# General Services Department

## Facilities Management Program (continued)

<b>PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$2,972,507	\$3,135,543	\$3,511,143
FTE's	16.0	18.6	18.0
# of square feet of property managed*	2,201,905	2,349,990	2,305,102
Total cost per square foot of property managed	\$0.74	\$0.76	\$0.43
% of customers who rate services satisfactory or better	N/A	N/A	70%

<b>PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users.</b>			
Expenditures	\$929,102	\$912,017	\$899,234
FTE's	0.1	0.1	0.1
# of spaces managed and maintained*	1,022	1,022	1,022
Revenue collected per space **	\$2,298	N/A	\$2,300
% of spaces utilized and maintained	100%	100%	100%

\*Includes 87 free employee spaces located at Union Station and pay employee lot located at Pitt and Oronoco.

\*\* New Measure. Not included in the FY 2012 Approved budget. Does not include 87 free employee spaces located at Union Station or 21 spaces at Market Square set aside for City Council, City Manager and the City's pool car fleet but does include the employee parking lot at Pitt and Oronoco Streets.

# General Services Department

## Fleet Management Program

The goal of Fleet Management is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently.

(Excludes Fire & EMS vehicles and apparatus)

The Fleet Management Program was reorganized this year. Many activities were combined to create a more streamlined Program. Expenditures and FTEs were reallocated in the new activity format. Fluctuations in the activities are the result of the reorganization and do not reflect any changes in service.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
% Total All Fund Budget	39%	33%	32%
Total Operating Expenditures	\$4,519,140	\$4,110,960	\$3,940,230
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,519,140	\$4,110,960	\$3,940,230
Program Outcome			
Average maintenance cost per unit *	\$1,546.00	N/A	\$1,595.00

\*New measure.

<b>FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$2,135,148	\$2,150,729	\$2,175,824
FTE's	16.4	17.4	16.3
# of units in the fleet	820	875	819
# of vehicle equivalents	N/A	1,031	1,042
Number of vehicle equivalents per technician for best practice	128.8	N/A	129.0
Shop rate below commercial sector rates for the region	12% below	N/A	12% below

<b>PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required.</b>			
Expenditures	\$337,336	\$399,066	\$227,401
FTE's	3.5	3.5	1.2
# of parts maintained	13,908	18,000	18,000
Parts turnover ratio for best practice (Best practice is 3 minimum)	N/A	N/A	1.8

# General Services Department

## Fleet Management Program (continued)

<b>FUEL ACQUISITION &amp; PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.</b>			
Expenditures	\$ 2,046,656	\$1,561,165	\$1,537,005
FTE's	0.6	0.6	0.6
Cost of fuel	\$1,857,078	N/A	\$2,356,250
# of gallons purchased	688,859	700,000	725,000
Cost per gallon of fuel	\$2.70	\$2.00	\$3.25

	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
<b>RECOVERED COSTS FROM DEPARTMENTS</b>			
Fleet Management Recovered Costs from Departments	\$ (2,150,467)	\$ (1,502,088)	\$ (1,502,088)

# General Services Department

## Energy Management Program

The goal of Energy Management is to audit and remit for Electric, Natural Gas and Water/Sewer services consumed by all City facilities and operations to ensure reliable and efficient utilities provision; and to provide engineering services and employee outreach and training to reduce utility consumption.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of Total All Funds Budget	14.9%	14.2%	15.1%
Total Expenditures	\$1,738,280	\$1,775,987	\$1,830,986
Less Revenues	\$113,566	\$0	\$0
Net General Fund Expenditures	\$1,624,714	\$1,775,987	\$1,830,986
<b>Program Outcomes</b>			
Average % reduction in energy units consumed	8.0%	3.0%	2.0%

### Activity Data

ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,738,280	\$1,775,987	\$1,830,986
FTE's	1.3	1.3	2.3
# Of Utility Accounts Managed	356	359	359
Cost per account managed	\$399	\$425	\$425
# of square feet of building space managed	2,264,421	2,390,421	2,390,421
# of square feet of green building space managed	216,476	342,476	342,476
Amount of Electricity Consumed [kWh]*	31,150,363	31,897,000	31,300,000
Amount of Natural Gas [therms]	608,598	623,000	610,000
Amount of Water Consumed [gallons]	71,028,000	70,000,000	70,000,000
Energy Use Index (EUI) [kBtu/ft <sup>2</sup> ]**	73.8	71.6	70.2
Percentage Change in Energy Use Index	-8%	-3%	-2%
Amount of Renewable Energy Consumed (kWh)***	4%	15%	15%

\* Does not include Street- and Traffic-lighting.

\*\* EUI = [Electricity (kBtu) + Natural Gas (kBtu)] / square feet managed; where 1 kWh = 3.412 kBtu and 1 therm = 100 kBtu

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency.

EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot; normalizing by square footage

\*\*\* Renewable energy is from purchased Renewable Energy Credits (RECs) or on-site generation.

# General Services Department

## Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality printing and finishing services; maintain self-service photocopying machines; and provide mail collection, processing and distribution services for all City departments and agencies.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures	\$450,016	\$530,114	\$449,380
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$450,016	\$530,114	\$449,380
Program Outcomes			
% of customers rating printing services as satisfactory or better <sup>1</sup>	N/A	TBD	90%

PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$322,483	\$389,840	\$278,315
FTE's	3.2	3.2	2.0
# of print jobs processed	256	250	250
# of work requests per FTE daily	4	4	4
Cost per high-speed copy (black & white)	\$0.07	\$0.07	\$0.07
Cost per high-speed copy (color)	\$0.23	\$0.23	\$0.23

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.			
Expenditures	\$32,873	\$42,565	\$55,807
FTE's	0.4	0.4	0.5
# of copies made*	132,069	130,000	130,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	\$0.07	\$0.06	\$0.06
Cost per copy (color)	\$0.29	\$0.29	\$0.25

<sup>1</sup> General Services began tracking customer satisfaction via Customer Surveys in FY 2012.

\* The data in this measure has been revised to include both the self-service color copier and the two self-service black and white copiers. Prior data only included the two black and white copiers.

# General Services Department

## Printing and Mail Services Program continued

<b>MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$94,660	\$97,709	\$115,258
FTE's	1.3	1.3	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	365,879	400,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.23	\$0.24	\$0.24

<b>RECOVERED COSTS FROM DEPARTMENTS</b>			
High Speed Copying	\$ (147,107)	\$ (120,000)	\$ (120,000)



# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Proposed
<b>Parking Management</b>	<i>Republic Parking Contract Adjustment</i>	<b>\$23,247</b>
In FY 2013 the City will increase expenditures for parking management by \$123,870. This CPI-U adjustment is a 2.5% increase, and was previously negotiated in the City's contract with Republic Parking.		
<b>Facilities Maintenance</b>	<i>CPI-U Contract Adjustments</i>	<b>\$22,193</b>
Contract costs related to Facility Maintenance, and Custodial Services Management are all anticipated to receive a 4.1% increase (tied to CPI-U) in FY 2013 per contractual pricing.		

# General Services Department

## Summary of Budget Changes

### Expenditure Reductions

Reduction Item	FTEs	FY 2013 Proposed
<b>Utility Savings</b>		<b>(\$89,000)</b>
In FY 2013, the City will begin an energy policy aimed at reducing utility expenditures. The policy will include efficient building scheduling, temperature parameters, temperature setback schedules, personal appliance use restrictions, and etc.		
<b>Fleet Services Specialist</b>	<b>1.0</b>	<b>(\$68,783)</b>
A vacant Fleet Services Specialist position (1.0 FTE) will be reduced in FY 2013. This position's duties include acquiring and maintaining a minimum quantity of parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff, however the Vehicle Operations activity may be less efficient.		
<b>Parts Driver</b>	<b>1.0</b>	<b>(\$45,203)</b>
A vacant Parts Driver position (1.0 FTE) will be eliminated in FY 2013. Duties associated with this position include pricing and stocking parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff.		
<b>Parking Management Contract</b>		<b>(\$33,644)</b>
Beginning in FY 2013 three City-owned parking garages will become fully automated, and reduce the number of parking attendants accounted for in the parking management contract. Significant startup funding is required to purchase and maintain automated payment terminals. In out years however, the City would realize greater savings.		
<b>Capital Projects Manager</b>	<b>0.0</b>	<b>(\$154,498)</b>
This savings in general fund expenditures is the result of shifting the costs for this Capital Projects Manager position from the Operating budget to the City's Capital Improvement Plan. The position will be funded from CIP project budgeted amounts.		
<b>Capital Projects Manager</b>	<b>1.0</b>	<b>(\$104,903)</b>
This vacant position will be eliminated. Some duties associated with this position include oversight of construction and renovation projects.		

# Human Resources Department

**Mission Statement:** To ensure that the City hires, supports and sustains its workforce throughout the employee life-cycle efficiently, effectively, and respectfully.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$2,340,321	\$2,407,238	\$2,545,943	5.8%
Non-Personnel	576,239	546,682	498,742	-8.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	<u>\$2,916,560</u>	<u>\$2,953,920</u>	<u>\$3,044,685</u>	3.1%
<b>Funding Sources</b>				
Special Revenue Fund	90,276	6,000	6,000	0.0%
ARRA - Stimulus Fund <sup>1</sup>	6,116	0	0	0.0%
Total Designated Funding Sources	<u>\$96,392</u>	<u>\$6,000</u>	<u>\$6,000</u>	0.0%
<b>Net General Fund Expenditures</b>	<u>\$2,820,168</u>	<u>\$2,947,920</u>	<u>\$3,038,685</u>	3.1%
<b>Total Department FTE's<sup>2</sup></b>	<b>21.0</b>	<b>21.0</b>	<b>22.0</b>	<b>4.8%</b>

<sup>1</sup>The American Recovery & Reinvestment Act of 2009 established a 65% government subsidy towards the Consolidated Omnibus Budget Reconciliation Act (COBRA) benefit for qualified workers. For employers, the subsidy is provided by the federal government through a credit against payroll taxes. In FY 2011 the City received \$6,116 in credits (reflected as revenue) as a result of certain employees qualifying for the COBRA benefit.

<sup>2</sup>In FY 2013 the FTE count increased by 1.0 FTE due to the addition of one full-time position. The new position did not require additional funding as it was paid for through the reallocation of existing funds within the Department's budget.

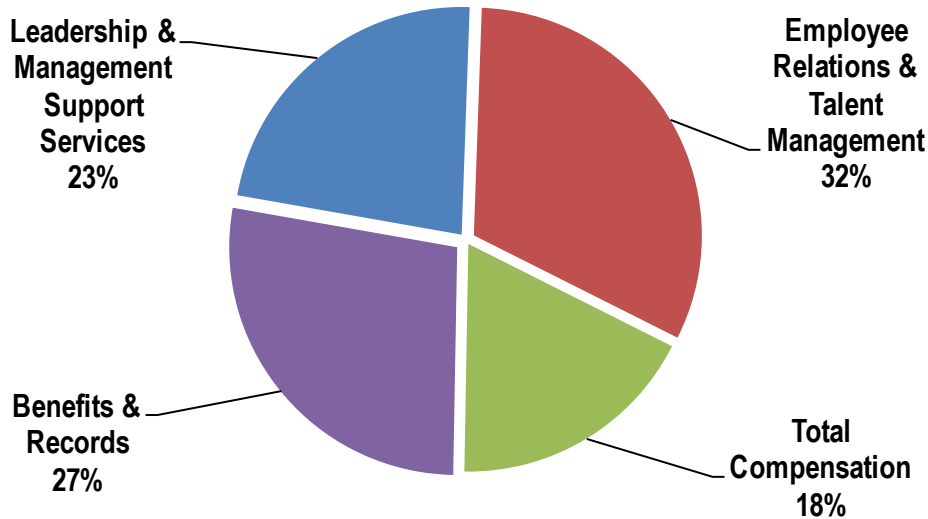
## Highlights

- In the FY 2013 proposed budget the General Fund budget for Human Resources increases by \$90,765 (3.1%)
- FY 2013 personnel costs increase by \$138,705 (5.8%) due to costs associated with the reallocation of \$28,000 from non-personnel to support a new part-time seasonal position and costs associated with providing merit-step increases to employees and other benefit cost increases.
- In FY 2013, the Department's FTE count increases by 1.0 as a result of the addition of a new Administrative Support V position. This position is funded through the reallocation of existing non-personnel funds and is significantly offset by position turnover. The cost of the new FTE is offset by turnover savings.
- The Department's non-personnel budget decreases by \$47,940 (8.8%) due to the above noted reallocation of \$88,940 to the personnel budget to support two new positions. This transfer is partially offset by a \$16,000 current services adjustment for the NeoGov Performance Management System.
- The proposed budget includes \$25,000 in new funding to support enhancements to the City's ethics program. This funding will support a new 3<sup>rd</sup> party anonymous hotline (\$3,000) and expanded ethics awareness training for employees (\$22,000). These programs are aimed at reducing the potential for employee malfeasance and ensuring a culture of ethics among employees throughout the City.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,794	\$2,441	\$1,773
# of employees attending training classes	1,121	1,200	1,400
# of wellness participants served	2,124	1,750	2,200
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455

## FY 2013 Proposed Expenditures by Program



# Human Resources Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & Management Support Services	\$682,527	\$593,286	\$693,484	16.9%
Employee Relations & Talent Management	1,084,267	948,127	970,109	2.3%
Total Compensation	417,484	567,415	543,887	-4.1%
Benefits & Records	732,282	845,092	837,205	-0.9%
<b>Total Expenditures</b>	<b>\$2,916,560</b>	<b>\$2,953,920</b>	<b>\$3,044,685</b>	<b>3.1%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership & Management Support Services	4.0	4.0	5.0	25.0%
Employee Relations & Talent Management	8.3	7.3	7.3	0.0%
Total Compensation	4.0	5.0	5.0	0.0%
Benefits & Records	4.8	4.8	4.8	0.0%
<b>Total full time equivalents (FTE's)</b>	<b>21.0</b>	<b>21.0</b>	<b>22.0</b>	<b>4.8%</b>

### Human Resources Department Programs and Activities

#### Leadership & Mgmt Support Services

Leadership & General Management

#### Employee Relations & Talent Management

Disciplinary & Grievance Process

Administration

Training & Development

Recruitment & Selection Support

#### Total Compensation

Classification

Compensation

#### Benefits & Records

Current Employee Benefit Program  
Administration

Retiree/Terminated Benefit Administration

Employee Records & Payroll Administration

Employee Wellness

### Dept Info

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Management Analyst III

# Human Resources Department

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	23.4%	20.1%	22.8%
Total Expenditures	\$682,527	\$593,286	\$693,484
Less Revenues	90,276	6,000	6,000
Net General Fund Expenditures	\$592,251	\$587,286	\$687,484
<b>Program Outcomes</b>			
% of departmental effectiveness targets met in all programs	86.0%	85.0%	85.0%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$682,527	\$593,286	\$693,484
FTE's	4.0	4.0	5.0
# of departmental FTEs managed	21.0	21.0	22.0
\$ amount of departmental budget managed (in millions)	\$2.92	\$2.95	\$3.04
Leadership & Management Support Services cost as a % of total departmental expenditures	23.4%	20.1%	22.8%

# Human Resources Department

## Employee Relations & Talent Management Program

The goal of Employee Relations & Talent Management (ERTM) is to provide strategies and service support throughout an employee's career at the City. Activities include recruitment, onboarding, discipline and grievance processing, career development and training, employee relations and workforce and succession planning.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	37.2%	32.1%	31.9%
Total Expenditures	\$1,084,267	\$948,127	\$970,109
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,084,267	\$948,127	\$970,109
<b>Program Outcomes</b>			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	4.3	4.3	4.4

### Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$281,926	\$182,517	\$191,584
FTE's	2.1	1.6	1.6
# of disciplinary actions	83	120	80
# of grievances processed	14	14	10
Cost per disciplinary action	\$1,698	\$760	\$1,197
Cost per grievance processed	\$10,069	\$6,518	\$9,579
% of grievances resolved before passing from management control (HR Director and CMO)	85.0%	95.0%	90.0%

# Human Resources Department

## Employee Relations & Talent Management Program, continued

### Activity Data

<b>TRAINING &amp; DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit.</b>			
Expenditures	\$325,010	\$267,551	\$299,817
FTE's	2.3	1.8	1.8
# of employees receiving tuition assistance	173	140	155
% of employees using tuition assistance that complete the course and receive a passing grade.	96.0%	95.0%	96.0%
# of employees attending training classes	1,121	1,200	1,400
Cost per employee per training class	\$290	\$223	\$214
% of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	95.0%	100.0%
<b>RECRUITMENT &amp; SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualified and diverse candidates for a strong, talented workforce.</b>			
Expenditures	\$477,331	\$498,059	\$478,708
FTE's	3.8	3.8	3.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	266	204	270
# of total applications received	19,237	29,000	25,000
Average # of total applications reviewed per Human Resources Analyst	5,023	7,572	6,527
# of regular (benefited part-time and full-time) positions filled	148	127	135
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,794	\$2,441	\$1,773

\*Some positions filled are the result of requisitions received and processed in the previous fiscal year.



# Human Resources Department

## Total Compensation Program

The goal of the Total Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	14.3%	19.2%	17.9%
Total Expenditures	\$417,484	\$567,415	\$543,887
Less Revenues	0	0	0
Net General Fund Expenditures	\$417,484	\$567,415	\$543,887
Program Outcomes			
% of requests for single position job audits completed within 60 work days	85%	60%	85%
% of surveys completed within the established timeframes	90%	90%	90%

## Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$242,453	\$283,706	\$271,948
FTE's	2.0	2.5	2.5
# of appeals processed	11	10	15
# of appeals processed per FTE	5.5	4.0	6.0
# of total positions audits or classification specifications reviewed and completed	97	125	100
# of total positions audits or classification specifications reviewed and completed per FTE	48.5	50.0	40.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	\$175,031	\$283,709	\$271,939
FTE's	2.0	2.5	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	12	25	25
# of internal surveys completed (surveys requested to be completed by other jurisdiction's staff)	2	20	10
Average # of internal and external surveys completed per FTE	7.0	50.0	14.0
% of positions surveyed meeting City benchmark for market pay comparability (GS Employees)	26%	33%	33%
% of positions surveyed meeting City benchmark for market pay comparability (Public Safety Employees)	50%	75%	75%

# Human Resources Department

## Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	25.1%	28.6%	27.5%
Total Expenditures	\$732,282	\$845,092	\$837,205
Less Revenues	6,116	0	0
Net General Fund Expenditures	\$726,166	\$845,092	\$837,205
<b>Program Outcomes</b>			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	N/A*	4.25	4.25

\*Data was not collected for FY 2011

### Activity Data

<b>CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$329,359	\$358,226	\$336,447
FTE's	1.3	1.5	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455
Cost per employee served in the Current Employee Benefit Program	\$134	\$141	\$137
Avg. survey score of employees satisfied with the timeliness of handling requests for information or assistance w/ benefits (1-5, where 5 is very satisfied)*	3.13	4.25	4.00

\*Score represents an average of various measures in the survey.

<b>RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.</b>			
Expenditures	\$152,772	\$159,294	\$165,067
FTE's	1.5	1.5	1.5
# of retiree reimbursement applications processed	1,000	1,200	1,100
# of employees participating in exit interviews	200	185	190
% of claims processed in HRD within 10 business days	100.0%	100.0%	100.0%

# Human Resources Department

## Benefits & Records Program, continued

### Activity Data

<b>EMPLOYEE RECORDS &amp; PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.</b>			
	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$114,898	\$120,765	\$126,588
FTE's	1.3	1.3	1.3
# of personnel actions processed	6,932	5,400	4,500
% PAF's with errors when processed	2.0%	2.0%	2.0%
<b>EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.</b>			
Expenditures	\$135,253	\$206,807	\$209,103
FTE's	0.75	0.50	0.50
# of wellness participants served (duplicated count)	2,124	1,750	2,200
Cost per participant	\$64	\$118	\$95
% of participants rating the program as acceptable to extremely satisfied*	96.0%	4.5	97.0%

\*Note, the scoring methodology in the survey changes starting in FY 2011.

# Human Resources Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment		FY 2013 Proposed
<b>Recruitment &amp; Selection</b>	<i>NeoGov Contract</i>	<b>0.0</b>	<b>\$16,000</b>
<p>In FY 2012 Human Resources established an employee-led Performance Management Committee to evaluate the City's current performance management system and to recommend changes. The outcome of the Committee was the creation of a new performance evaluation form, and a recommendation that the form be electronic. After unsuccessfully attempting to develop an "in-house" solution, Human Resources decided to purchase an online performance management system through our current applicant tracking system vendor NeoGov. This adjustment provides for the annual license fee of NeoGov's performance evaluation system in FY 2013. This is anticipated to be a one-time adjustment for FY 2013 as the City will transition to the performance management system within the new ERP system in Spring 2013.</p>			
<b>Various</b>	<i>Reallocation to fund Admin Support Positions</i>	<b>0.0</b>	<b>(\$88,490)</b>
<p>This adjustment reallocates \$88,490 from non-personnel to the personnel part of the Department's budget in order to provide for two administrative support positions. Of the total reallocation, \$60,940 is dedicated to funding one regular full-time Administrative Support V position. The remaining \$28,000 provides funding for a part-time seasonal position. The Admin Support V position will be assigned to the Department's Customer Service Unit which is tasked with providing direct support to internal and external HR customers. The additional seasonal position will provide administrative support to HR's senior staff, thus allowing other full-time administrative staff to focus on supporting the Department's HR professionals.</p>			

### Service Expansion

Activity	Adjustment	FTE's	FY 2013 Proposed
<b>Employee Development</b>	<i>City-wide Ethics Initiative</i>	<b>0.00</b>	<b>\$25,000</b>
<p>In the interest of maintaining the public's trust, the proposed budget includes \$25,000 to provide for an enhanced city-wide ethics program aimed at reducing the potential for incidents of employee malfeasance. This funding will provide for a 3rd party anonymous hotline (\$3,000) and additional ethics awareness training for employees (\$22,000). The programs supported by this supplemental adjustment are considered a first-step in ensuring a culture of ethics throughout the City. A city-wide Ethics Initiative Committee will continue to evaluate other program options in FY 2013.</p>			

# Office of Human Rights

**Mission Statement:** The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$551,815	\$587,289	\$599,400	2.1%
Non-Personnel	90,604	85,546	85,769	0.3%
Capital Goods Outlay		0	0	NA
<b>Total Expenditures</b>	<b>\$642,419</b>	<b>\$672,835</b>	<b>\$685,169</b>	<b>1.8%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	NA
Special Revenue Fund	51,787	37,582	42,539	13.2%
<b>Total Designated Funding Sources</b>	<b>\$51,787</b>	<b>\$37,582</b>	<b>\$42,539</b>	<b>13.2%</b>
<b>Net General Fund Expenditures</b>	<b>\$590,632</b>	<b>\$635,253</b>	<b>\$642,630</b>	<b>1.2%</b>
<b>Total Department FTE's</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

### Highlights

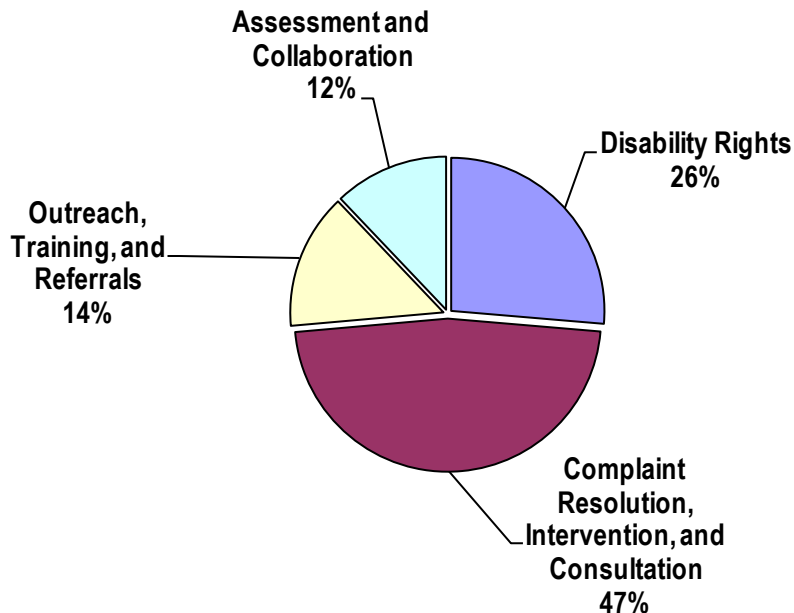
- In FY 2013, the proposed General Fund budget for the Office of Human Rights increases by 1.2%, or, \$7,377.
- Personnel costs increase by 2.1%, or \$12,111, due to increased benefit costs and merits for employees; the increase is offset by a reduction in seasonal employee costs (\$19,000) in the Disability Rights activity, described on the following pages.
- Non-personnel costs increase by 0.3%, or \$223.
- The special revenue fund increases by 13.2%, or \$4,957, to reflect additional Equal Employment Opportunity Commission (EEOC) revenue. The funds are used for a part-time investigator position, an intern and training, and are based on contract compliance.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
# of cases worked <sup>1</sup>	260	280	280
cost per case worked	\$1,208	\$1,090	\$1,156
% of cases closed within 180 days	85%	85%	85%

<sup>1</sup># of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.

## FY 2013 Proposed Expenditures by Activity



# Office of Human Rights

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Enforcement	\$471,436	\$500,124	\$504,263	0.8%
Community Inclusiveness and Awareness	170,983	172,711	180,906	-4.7%
<b>Total Expenditures</b>	<b>\$642,419</b>	<b>\$672,835</b>	<b>\$685,169</b>	<b>-1.8%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

### Office of Human Rights Programs and Activities

#### Enforcement

Disability Rights  
Complaint Resolution,  
Intervention and Consultation

#### Community Inclusiveness & Collaboration

Outreach, Training and Referrals  
Assessment And Collaboration

### Dept Info

#### Department Contact Info

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#### Department Head

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#### Department Staff

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# Office of Human Rights

## Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of Total All Funds Budget	73.4%	74.3%	73.6%
Total Expenditures	\$471,436	\$500,124	\$504,263
Less Revenues	\$51,787	\$37,582	\$42,539
Net General Fund Expenditures	\$419,649	\$462,542	\$461,724
Program Outcomes			
% of complaints resolved within 180 days	85%	85%	85%

## Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$155,954	\$194,926	\$180,505
FTE's	0.9	0.9	0.9
# of contacts	2,380	2,500	2,400
Cost per contact	\$66	\$78	\$0
% of contacts responded to by close of business next day	95%	96%	95%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	\$315,482	\$305,198	\$323,758
FTE's	3.0	3.0	3.0
# of cases worked <sup>1</sup>	260	280	280
Cost per case worked	\$1,208	\$1,090	\$1,156
% of cases resolved through alternative dispute resolution	38%	30%	30%
% of cases closed within 180 days	85%	85%	85%

<sup>1</sup># of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.



## Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of Total All Funds Budget	26.6%	25.7%	26.4%
Total Expenditures	\$170,983	\$172,711	\$180,906
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$170,983	\$172,711	\$180,906
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts <sup>1</sup>	N/A	85%	85%

<sup>1</sup> No citizen survey was conducted in FY 2011.

### Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that every one shares equally in Alexandria's quality of life.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$95,262	\$93,714	\$98,080
FTE's	0.8	0.8	0.8
# of contacts	3,100	2,800	3,000
Cost per contact	\$31	\$33	\$33
# of individuals trained <sup>2</sup>	115	110	125
% of contacts responded to by close of business next day	90%	85%	90%
ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might lead to discrimination, make the City more welcoming to all people, and collaborate with other agencies.			
Expenditures	\$75,721	\$78,997	\$82,826
FTE's	0.8	0.8	0.8
# of collaborations <sup>3</sup>	96	120	125
Cost per collaboration	\$789	\$658	\$0
% increase in new collaborations	-9%	-9%	4%

<sup>2</sup> # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

<sup>3</sup> # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission.

# Office of Human Rights

## Reduction

Activity	Reduction Option	FTE	FY 2013 Proposed
<b>Disability Rights</b>	<i>Seasonal Employees</i>		<b>(\$19,000)</b>
<p>As part of a City-wide reduction option, seasonal employee costs in the ADA Accommodation budget were reduced by \$19,000 to \$11,000 to reflect average actual spending for the past three years. This brings the total budget for the ADA accommodation account to \$33,000. There is no anticipated service impact for FY 2013. Spending for this activity, however, will be revisited if there are significant changes observed during the year, because the expenditures are legally mandated and somewhat unpredictable.</p>			

# Information Technology Services

**Mission Statement:** The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$4,638,314	\$4,922,734	\$5,276,623	7.2%
Non-Personnel	2,572,775	2,597,231	2,816,119	8.4%
Capital Goods Outlay	30,061	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$7,241,150</u></b>	<b><u>\$7,519,965</u></b>	<b><u>\$8,092,742</u></b>	<b><u>7.6%</u></b>
<b>Less Revenues</b>				
Internal Services	\$59,928	\$0	\$0	0.0%
Internal Services - Fund Balance	0	0	0	0.0%
Special Revenue Funds	0	0	97,681	N/A
<b>Total Designated Funding Sources</b>	<b><u>\$59,928</u></b>	<b><u>\$0</u></b>	<b><u>\$97,681</u></b>	<b><u>0.0%</u></b>
<b>Net General Fund Expenditures</b>	<b><u>\$7,181,222</u></b>	<b><u>\$7,519,965</u></b>	<b><u>\$7,995,061</u></b>	<b><u>6.3%</u></b>
<b>Total Department FTE's</b>	<b>40.0</b>	<b>42.0</b>	<b>43.0</b>	<b>2.4%</b>

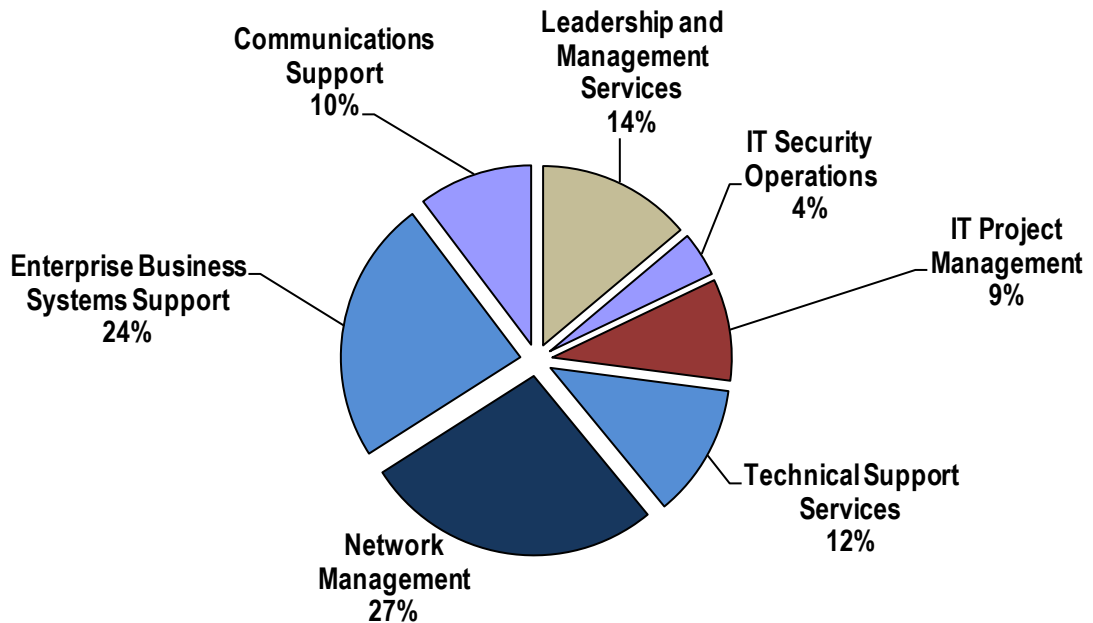
## Highlights

- In FY 2013 General Fund budget for ITS increases by \$589,777 or 7.8%.
- FY 2013 personnel costs increase by \$353,889 or 7.2%. The increase is due to employee merit adjustments and an increase in benefit costs along with the addition of a Database Administrator position. This position is being funding through permitting fees that are reflected in the table above as Special Revenue Funds, and accounts for 27% of the overall increase in personnel costs.
- FY 2013 non-personnel costs increase by \$218,888 or 8.4%. The increase is attributed to general maintenance and support of existing software and hardware devices and systems. This includes \$68,006 for general maintenance and support of the City's software, hardware, and IT related devices, \$61,000 related to the Microsoft Enterprise Agreement, \$60,000 for operating and maintaining a second internet connection at the new Police Facility, and \$61,000 for additional maintenance and replacement costs associated with customer and network support. These increases are offset by \$27,000 in efficiency reductions.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Cost per department supported by ITS	\$192,615	\$197,894	\$212,967
% of Help Desk work requests resolved within 24 hours of receipt	27%	30%	30%
Number of applications supported	180	160	160
Number of databases under management	187	187	190

## FY 2013 Proposed Expenditures by Program



# Information Technology Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Leadership and Management Services	\$1,383,264	\$1,117,683	\$1,122,892	0.5%
Security	175,086	329,773	326,028	-1.1%
IT Project Management	865,819	879,870	741,706	-15.7%
Customer Services	483,880	801,699	970,170	21.0%
Network Operations	1,740,675	2,010,970	2,177,566	8.3%
Enterprise Business Systems Support	1,234,886	1,639,686	1,922,779	17.3%
Communications Support	1,357,540	740,284	831,601	12.3%
<b>Total Expenditures</b>	<b>\$7,241,150</b>	<b>\$7,519,965</b>	<b>\$8,092,742</b>	<b>7.6%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed <sup>1</sup>	% Change 2012-2013
Leadership and Management Services	7.6	7.6	7.2	-5.3%
Security	1.2	1.2	1.2	0.0%
IT Project Management	4.6	5.6	4.3	-22.5%
Customer Services	4.1	5.1	6.1	18.6%
Network Operations	8.3	8.4	8.4	0.6%
Enterprise Business Systems Support	9.9	9.8	11.5	17.3%
Communications Support	4.6	4.6	4.6	1.1%
<b>Total full time equivalents</b>	<b>40.0</b>	<b>42.0</b>	<b>43.0</b>	<b>2.4%</b>

<sup>1</sup> There is one additional position in the Enterprise Business Systems Support Program to support the Code Administration Permit Center. Additional fluctuations in Authorized Positions by Program reflect the reallocation of existing positions.

### ITS Programs and Activities

#### Leadership and General Management

Leadership and General Management  
Financial Management

#### Security

Security Operations

#### IT Project Management

Project Management

#### Customer Service

Help Desk  
Equipment Replacement  
Training

#### Network Operations

Wide Area Network (WAN) Support  
Server Maintenance & Support  
Data Center

#### Enterprise Business Systems Support

Programming Support  
Data Management & Support

#### Communications Support

Data & Email Communications  
Voice Communications

### Dept Info

#### Department Contact Info

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www.alexandriava.gov/its

#### Department Head

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tom.trobridge@alexandriava.gov

#### Department Staff

Shelly Ryan, Deputy Director  
Vanetta Pledger, Division Chief  
Curtis Ney, Division Chief  
Paul Kim, Division Chief  
Suellen Savukas, Division Chief

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	19.1%	14.9%	13.9%
Total Expenditures	\$1,383,264	\$1,117,683	\$1,122,892
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,383,264	\$1,117,683	\$1,122,892
Program Outcomes			
% of customers who rate IT Services as good to excellent	95%	96%	96%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$1,141,014	\$801,614	\$787,039
FTE's	5.1	5.1	4.7
# of departments supported	38	38	38
\$ amount of departmental expenditures	\$7,319,357	\$7,519,965	\$8,092,742
Cost per department supported	\$192,615	\$197,894	\$212,967
Leadership & General Management expenditures as a % of total department	18.9%	14.9%	13.9%
% of customers who rate ITS understanding of business needs as good to excellent	92%	94%	94%
FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.			
Expenditures	\$242,250	\$316,069	\$335,853
FTE's	2.5	2.5	2.5
# of IT purchases processed	1,330	1,400	1,400
Cost per IT purchase processed	\$182	\$226	\$240
% customers rating hardware/software procurement services as good to excellent	96%	98%	98%

## Security

The goal of Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
% of All Funds Budget	2.4%	4.4%	4.0%
Total Expenditures	\$175,086	\$329,773	\$326,028
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$175,086	\$329,773	\$326,028
% of network clients updated with City standard Symantec security software	100%	100%	100%

### Activity Data

<b>SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$175,086	\$329,773	\$326,028
FTE's	1.2	1.2	1.2
# of network clients protected with the latest security patches and software	2,800	2,800	2,800
# of electronic software distribution packages deployed for security compliance	2	18	18
# of procedures, policies, and plans used in the production environment	8	8	8
Cost per client protected	\$63	\$118	\$116

## IT Project Management

The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	12.0%	11.7%	9.2%
Total Expenditures	\$865,819	\$879,870	\$741,706
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$865,819	\$879,870	\$741,706
<b>Program Outcomes</b>			
% of customers rating IT Project Management as good to excellent	93%	93%	93%

### Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$865,819	\$879,870	\$741,706
FTE's	4.6	5.6	4.3
# of projects provided assistance	18	20	20
# of hours of support provided	9,568	11,544	8,944
Cost per staff hour of support	\$90	\$76	\$83
% rating ITS project management as good to excellent	93%	93%	93%



# Information Technology Services

## Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	6.7%	10.7%	12.0%
Total Expenditures	\$483,880	\$801,699	\$970,170
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$483,880	\$801,699	\$970,170
<b>Program Outcomes</b>			
% of customers who rate Technical Support Services as good to excellent	95%	95%	95%

## Activity Data

<b>TECHNICAL SUPPORT SERVICES – The goal of the Technical Support Services is to provide first and second level support for City computer and telecommunications customers.</b>	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$388,090	\$569,941	\$727,606
FTE's	3.7	4.5	5.8
# of incidents and requests resolved by ITS*	N/A	N/A	N/A
# of incidents and requests resolved by Technical Support Services	9,900	10,000	10,000
% of incidents and requests resolved same day by Technical Support Services	27%	30%	30%
% of incidents and requests resolved same day by Information Technology Services*	N/A	N/A	N/A
% of incidents and requests resolved within 5 business days by ITS*	N/A	N/A	N/A
# incidents and requests submitted via self-service portal*	N/A	N/A	N/A
# of telephone calls to the Help Desk**	18,000	15,000	15,000

\* In FY 12, ITS implemented Microsoft's System Center Service manager self-service portal, which will provide greater reporting capabilities regarding problems reported and the time it takes for resolution. This information will be provided next year.

\*\* It is anticipated that this number will decrease on FY 12 and FY 13 due to the implementation of the self-service portal.

<b>EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.</b>			
Expenditures	\$63,925	\$100,803	\$105,679
FTE's	0.1	0.3	0.0
# of workstations replaced and inventoried *	15	90	280
Cost per workstation replaced and inventoried	\$4,262	\$1,120	\$377
% of workstations currently under manufacturer warranty	76%	76%	80%

\* This number will increase in FY 13 due to the need to replace older PC's in order for the City to implement Windows 7.

<b>TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.</b>			
Expenditures	\$31,865	\$130,955	\$136,885
FTE's	0.3	0.3	0.3
# of seats trained*	1,900	700	800
Cost per seat trained	\$17	\$187	\$171
% of students who rated computer training as good or excellent	96%	96%	96%

\* The large number of seats trained in FY 11 is due to the implementation of Microsoft Outlook, used by the majority of City employees.

## Network Operations

The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	24.0%	26.7%	26.9%
Total Expenditures	\$1,740,675	\$2,010,970	\$2,177,566
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,740,675	\$2,010,970	\$2,177,566

### Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to manage and maintain the City's Institutional network (I-Net) including Internet access and secure wireless network access to ensure reliable and robust connectivity across City facilities in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$889,436	\$1,051,761	\$1,146,630
FTE's	3.0	3.0	3.0
# of existing connections supported	98	98	92
Cost per existing connection supported	\$9,076	\$10,732	\$12,463
# of existing I-Net wireless access points (WAP's)	10	11	18
% of network uptime	99.99%	99.99%	99.99%

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.			
Expenditures	\$577,023	\$516,199	\$582,519
FTE's	2.9	3.0	3.0
# of servers managed*	240	263	200
Cost per server managed	\$2,404	\$1,963	\$2,913
% rating server management as good to excellent	97%	96%	96%

\*The implementation of the City's new SAN allows for the reduction in the number of file servers in use in FY 13.

ENTERPRISE DATA STORAGE MANAGEMENT & SUPPORT – The goal of Enterprise Data Storage Management & Support is to provide reliable data storage for the City's information including backup, restoration, and e-discovery services.			
Expenditures	\$274,216	\$443,010	\$448,417
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)*	16	20	32
Cost per Terabyte of data backed up and stored	\$17,139	\$22,151	\$14,013
# of e-discovery requests processed	5	6	6

\* This number will increase due to the implementation of a new ERP as well as the Department of Historic Alexandria's imaging initiative.

## Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
% of All Funds Budget	17.1%	21.8%	23.8%
Total Expenditures	\$1,234,886	\$1,639,686	\$1,922,779
Less Revenues	\$0	\$0	\$97,681
Net General Fund Expenditures	\$1,234,886	\$1,639,686	\$1,825,098
<b>Program Outcomes</b>			
% of customers rating ITS Applications Support as good to excellent	96%	96%	96%

### Activity Data

<b>PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of in-house, third-party, and collaboration applications in order to facilitate the performance of their duties.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$1,015,214	\$1,324,077	\$1,410,613
FTE's	8.4	8.4	8.6
# of applications supported	180	160	160
Cost per application supported	\$5,640	\$8,275	\$8,816
<b>DATA MANAGEMENT &amp; SUPPORT – The goal of Data Management &amp; Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties.</b>			
Expenditures	\$219,672	\$315,609	\$512,166
FTE's	1.5	1.5	3.0
# of databases under management	187	187	190
Volume of data under management (in Terabytes)*	3	3.5	3.8
Cost per database under management	\$1,175	\$1,688	\$2,696
% rating application data management as good to excellent	96%	96%	96%

\* It is anticipated that this number will increase due to the implementation of the City's new ERP.

## Communications Support

The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.

<b>Program Totals</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
% of All Funds Budget	18.7%	9.8%	10.3%
Total Expenditures	\$1,357,540	\$740,284	\$831,601
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,357,540	\$740,284	\$831,601

### Activity Data

<b>MESSAGING AND COLLABORATION – The goal of Messaging and Collaboration is to support and manage the City's hosted messaging and collaboration environment including the provisioning of accounts and systems access for all City employees.</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$809,803	\$356,818	\$379,290
FTE's	1.7	1.7	1.7
# of email accounts managed	3,000	3,100	3,200
# of collaboration sites administered	N/A	20	40
Cost per email account managed	\$270	\$115	\$119
Cost per collaboration site administered	N/A		
% rating City management of messaging services as good to excellent	90%	92%	92%

<b>TELECOMMUNICATIONS SERVICES– The goal of Telecommunications Services is to manage the City's voice and data networks (excluding I-Net network) including provisioning of new devices, services, and billing.</b>			
Expenditures	\$547,737	\$383,466	\$452,311
FTE's	2.9	2.9	2.9
# of desk phones supported	3,770	3,900	4,000
# of wireless devices (cell phones, smartphones, broadband service) supported	2,445	2,500	2,700
Cost per desk phone supported	\$145	\$98	\$113
Cost per wireless device supported	\$224	\$153	\$168
% rating City management of voice services as good to excellent	94%	95%	95%

# Information Technology Services

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Proposed
<b>Network Support</b>	<i>General Maintenance and Support</i>	<b>\$68,006</b>
This adjustment provides funding for general maintenance and support of the City's software, hardware, and IT related devices. Additionally, the request includes miscellaneous small purchases in furtherance of this effort.		
<b>Various</b>	<i>Microsoft Premier Support</i>	<b>\$61,000</b>
This adjustment will fully leverage the City's investment in the Microsoft Enterprise Agreement with Business Productivity Online Suite Standard services.		
<b>Various</b>	<i>TSL Internet Connection</i>	<b>\$60,000</b>
This adjustment will pay for the operation, maintenance, and support of the second internet connection located at the new Police facility at 3600 Wheeler Ave.		
<b>Network Support</b>	<i>Data Domain Device maintenance support</i>	<b>\$29,500</b>
This adjustment will fund the maintenance and support of the two new Data Domain devices which all enterprise backups are currently being backed up to and replicated to.		
<b>Network Support</b>	<i>Cell and Smartphone Monthly Charges</i>	<b>\$14,500</b>
This adjustment will cover monthly charges for cell and smartphones.		

## Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction	FTE's	FY 2013 Proposed
<b>Security</b>	<i>Logging Solution Maintenance</i>		<b>(\$15,500)</b>
This reduction will eliminate costs associated with LogRhythm which consolidates the system log reports from the City's disparate network and system monitoring tools.			
<b>Network Support</b>	<i>Production of Financial Report</i>		<b>(\$10,000)</b>
This reduction will decrease the budget dedicated for toner, paper, and printer maintenance kits used for Finance Department reports.			
<b>Security</b>	<i>Hard Drive Encryption</i>		<b>(\$1,500)</b>
This reduction will eliminate funding dedicated to hard drive encryption for new laptops. Due to low demand and internal turnover, the need for this service did not actualize.			

## Summary of Budget Changes

### Supplemental Adjustments

Activity	Supplemental Request	FTE's	FY 2013 Proposed
<b>Data Management &amp; Support</b>	<i>Database Administrator</i>	<b>1.0</b>	<b>\$97,681</b>
This request will add one Database Administrator to the Enterprise Business Systems Support program. This position will be funded using Permitting Fees. The Administrator will be responsible for providing City employees with reliable and accessible data required by computer applications for the performance of their duties.			

# Internal Audit

**Mission Statement:** The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$217,957	\$223,781	\$468,171	109.2%
Non-Personnel	17,634	26,072	26,274	0.8%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$235,591</b>	<b>\$249,853</b>	<b>\$494,445</b>	<b>97.9%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$235,591</b>	<b>\$249,853</b>	<b>\$494,445</b>	<b>97.9%</b>
<b>Total Department FTE's</b>	<b>2.0</b>	<b>2.0</b>	<b>5.0</b>	<b>150.0%</b>

## Highlights

- In FY 2013 the General Fund budget increases by \$244,592, or 97.9%.
- The increase is due to the reallocation of three vacant positions from other departments to expand the scope of Internal Audit to enhance City-wide operational performance and increase the accountability of the organization. This will be accomplished by working collaboratively with department heads and key senior staff to assess management performance, using data to consistently examine issues affecting service delivery, focusing on efficiency and effectiveness measures that improve departmental service delivery, and reporting regularly to the City Manager and senior staff on service delivery benchmarks, targets and accomplishments.



# Internal Audit

## Selected Performance Measures

Selected Performance Measures*	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of City Departments/Agencies assisted annually	54.0%	50.0%	50.0%
# of recommendations and concerns tracked	36	50	50
# of audits completed	19	22	20
Cost per audit	\$12,400	\$11,357	TBD

\* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Proposed budget. Additional measures will need to be developed to reflect Internal Audit's new responsibilities.

Internal Audit Programs and Activities		Dept Info
Internal Audit Internal Audit		<p><b>Department Contact Info</b> 703.746.4743 <a href="http://www.alexandriava.gov/internalaudit/">www.alexandriava.gov/internalaudit/</a></p> <p><b>Chief Auditor</b> Deborah Welch, Auditor II 703.746.4743 <a href="mailto:deborah.welch@alexandriava.gov">deborah.welch@alexandriava.gov</a></p> <p><b>Department Staff</b> Bryan Capelli, CPA, Auditor I 703.746.4742 <a href="mailto:bryan.capelli@alexandriava.gov">bryan.capelli@alexandriava.gov</a></p>

# Internal Audit

## Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<b>Program Totals</b>			
Total Expenditures	\$235,591	\$249,853	\$494,445
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$235,591	\$249,853	\$494,445
<b>Program Outcomes</b>			
% of City Departments/Agencies assisted annually	54.0%	50.0%	50.0%

## Activity Data

<b>AUDITS</b> – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$235,591	\$249,853	\$494,445
FTE's	2.0	2.0	2.0
# of audits completed	19	22	20
# of recommendations and concerns tracked	36	50	50
Cost per audit	\$12,400	\$11,357	TBD
% of City Departments/Agencies assisted annually	54%	50%	50%
# of recommendations resolved within established deadline	95%	95%	90%
Dollar value of savings from audit assignments	\$554,000	\$250,000	\$250,000

\* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Proposed budget. Additional measures will need to be developed to reflect Internal Audit's new responsibilities.

# Communications and Public Information

**Mission Statement:** The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$1,128,811	\$1,549,381	\$1,647,919	6.4%
Non-Personnel	132,435	235,974	170,413	-27.8%
Capital Goods Outlay	0	0	0	N/A
<b>Total Expenditures</b>	<b>\$1,261,246</b>	<b>\$1,785,355</b>	<b>\$1,818,332</b>	<b>1.8%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	
Special Revenue Funds	0	0	0	
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net General Fund Expenditures</b>	<b>\$1,261,246</b>	<b>\$1,785,355</b>	<b>\$1,818,332</b>	<b>1.8%</b>
<b>Total Department FTE's</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

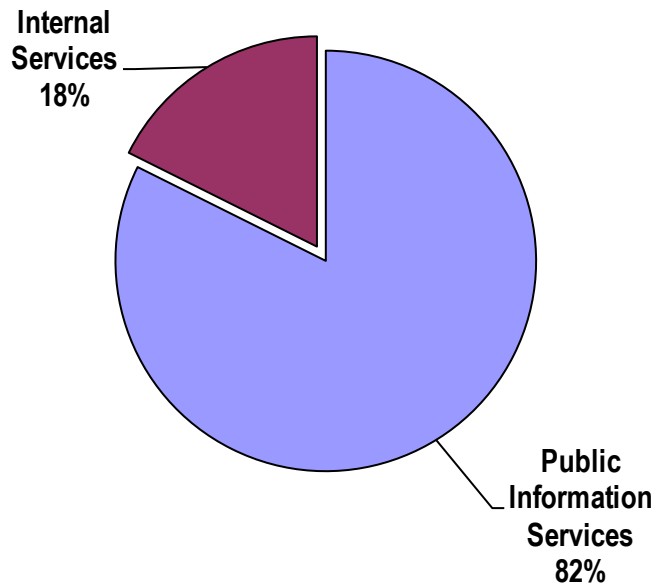
### Highlights

- In FY 2013, the General Fund budget increases by \$32,977 or 1.8%.
- Personnel costs increase by \$98,538 or 6.4%, primarily due to merit step pay increases and benefit cost increases, most notably retirement (\$45,900). Additionally an internal transfer of \$12,000 was added to the personnel budget as additional overtime funding to more accurately reflect expenditures.
- Non-personnel costs decrease by \$65,561 or 27.8%, due to elimination of obsolete services, return of previously unspent funds and the transfer to the overtime budget as described above.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	65%	65%	65%

## FY 2013 Expenditures by Activity



# Communications and Public Information

## Activity Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Public Information Services	\$906,654	\$1,479,464	\$1,497,656	1.2%
Internal Services	\$354,592	\$305,891	\$320,676	4.8%
<b>Total Expenditures</b>	<b>\$1,261,246</b>	<b>\$1,785,355</b>	<b>\$1,818,332</b>	<b>1.8%</b>

### Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Public Information Services	9.6	11.5	11.5	0.0%
Internal Services	3.9	2.0	2.0	0.0%
<b>Total full time equivalents</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

### Office of Communications Programs and Activities

#### Communications & Public Information

Public Information Services  
Internal Services

### Department Information

#### Department Contact Info

703.746.3969

<http://www.alexandriava.gov/communications>

#### Department Head

Tony Castrilli, Communications Director  
703.746.3969

[Tony.Castrilli@alexandriava.gov](mailto:Tony.Castrilli@alexandriava.gov)

# Communications and Public Information

## Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals		FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures		\$1,261,246	\$1,785,355	\$1,818,332
Less Revenues		\$0	\$0	\$0
Net General Fund Expenditures		\$1,261,246	\$1,785,355	\$1,818,332
Program Outcomes				
% of community reading FYI Alexandria		10%	10%	10%
% of community visiting the City website		65%	65%	65%

### Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.		FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures		\$906,654	\$1,479,464	\$1,497,656
FTE's		9.6	11.5	11.5
# of social media followers		11,000	15,000	17,000
# of Customer Relationship Management (CRM) users*		N/A	2,500	2,500
# of calendar users		91,000	1,000	3,000
# of web site hits		8,500,000	9,500,000	9,500,000
% of community reading FYI Alexandria		10%	10%	10%
% of community visiting the City website		65%	65%	65%

\* New measure in FY 2012 for which data was not collected in FY 2010 or FY 2011

INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.		FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures		\$354,592	\$305,891	\$320,676
FTE's		3.9	2.0	2.0
# of internal web site hits		102,000	100,000	100,000
# of internal electronic news digests issued		26	26	26

# Office of Management and Budget

**Mission Statement:** The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager in order to achieve financially sustainable and excellent services valued by the community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$1,009,682	\$1,183,594	\$990,707	-16.3%
Non-Personnel	53,809	52,795	52,795	0.0%
Capital Goods Outlay	\$0	\$0	\$0	NA
<b>Total Expenditures</b>	<b><u>\$1,063,491</u></b>	<b><u>\$1,236,389</u></b>	<b><u>\$1,043,502</u></b>	<b>-15.6%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,063,491</u></b>	<b><u>\$1,236,389</u></b>	<b><u>\$1,043,502</u></b>	<b>-15.6%</b>
<b>Total Department FTE's</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>	<b>-9.1%</b>

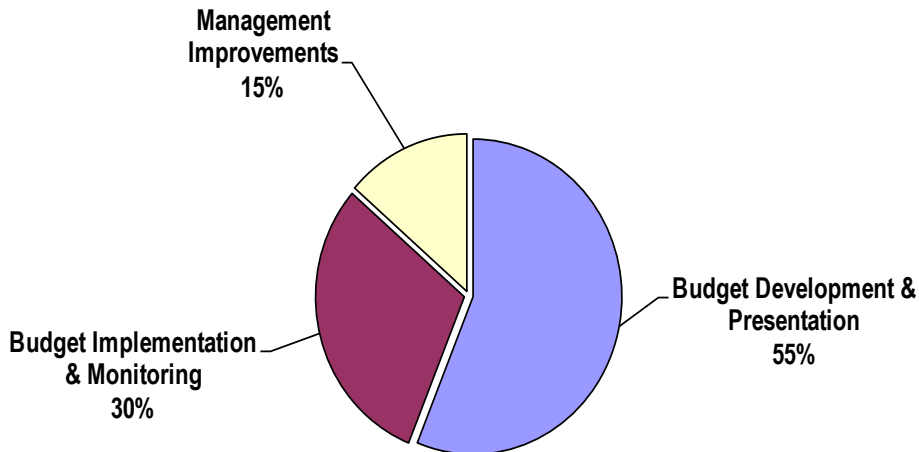
### Highlights

- In FY 2013 the General Fund budget decreases by \$192,887, or 15.6%.
- FY 2013 personnel costs are decreasing by \$192,887, or 16.3%; the decrease is due to the transfer of the former Budget Director/Chief Finance Officer to the City Manager's Office to fill the position of Chief of Staff. One vacant budget analyst position has been reallocated to the City Manager's Office to create the new position, resulting in the reduction of one FTE in the Office of Management and Budget.
- Total non-personnel costs have remained level in FY 2013.

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% GFOA budget document standards rated proficient	98%	100%	100%
\$ monitored (all funds in millions)	\$679.9	\$698.5	\$711.6
% of departments that do <u>not</u> overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

## FY 2013 Proposed Expenditures by Activity





## Activity Level Summary Information

## Expenditure Summary

Expenditure By Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Budget Development and Presentation	\$650,927	\$671,496	\$585,571	-12.8%
Budget Implementation & Monitoring	250,970	376,101	315,952	-16.0%
Management Improvements & Long Range Financial Analysis	161,593	188,792	141,979	-24.8%
<b>Total Expenditures</b>	<b>\$1,063,490</b>	<b>\$1,236,389</b>	<b>\$1,043,502</b>	<b>-15.6%</b>

## Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Budget Development and Presentation	6.5	6.5	5.4	-16.9%
Budget Implementation & Monitoring	3.0	3.0	3.2	6.7%
Management Improvements & Long Range Financial Analysis	1.5	1.5	1.4	-6.7%
<b>Total Authorized Positions (FTE's) by Activity</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>	<b>-9.1%</b>

## Office of Management and Budget Programs and Activities

## Budget and Management Services

Budget Development & Presentation  
 Budget Implementation & Monitoring  
 Management Improvements

## Dept Info

## Department Contact Info

703.746.3737

<http://alexandriava.gov/budget/>

## Department Head

Morgan Routt, Acting Budget Director  
 703.746.3737

## Department Staff

Kendel Taylor, Assistant Director  
 703.746.3741  
[kendel.taylor@alexandriava.gov](mailto:kendel.taylor@alexandriava.gov)

## Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Total Expenditures	\$1,063,490	\$1,236,389	\$1,043,502
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,063,490	\$1,236,389	\$1,043,502
<b>Program Outcomes</b>			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>

### Activity Data

<b>BUDGET DEVELOPMENT &amp; PRESENTATION</b> – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.	<b>FY 2011 Actual</b>	<b>FY 2012 Approved</b>	<b>FY 2013 Proposed</b>
Expenditures	\$650,927	\$671,496	\$585,571
FTE's	6.5	6.5	5.4
# of activities for which budgets are developed	426	411	400
# of activities per FTE	38.7	37.4	40.0
Budget Memoranda	89	125	100
% of GFOA budget document standards rated proficient or better	98%	100%	100%
% of GFOA budget document standards rated outstanding	41%	45%	50%

<b>BUDGET IMPLEMENTATION &amp; MONITORING</b> – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.			
Expenditures	\$250,970	\$376,101	\$315,952
FTE's	3.0	3.0	3.0
\$ monitored (all funds in millions)	\$679.9	\$698.5	\$711.6
\$ million monitored per FTE	\$61.8	\$63.5	\$71.2
# of Council Docket and City Manager Signature Items	75	82	80
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

<b>MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS</b> – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management, and report on the progress of these and similar efforts to the City Manager.			
Expenditures	\$161,593	\$188,792	\$141,979
FTE's	1.5	1.5	1.5
# of Management/Long Range Financial Analysis Reports	7	10	5
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> No citizen survey was conducted in FY 2010 and none is funded in FY 2012.

# Non-Departmental

**Purpose Statement:** The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, City-wide communication and publication costs, and other miscellaneous operating costs and centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

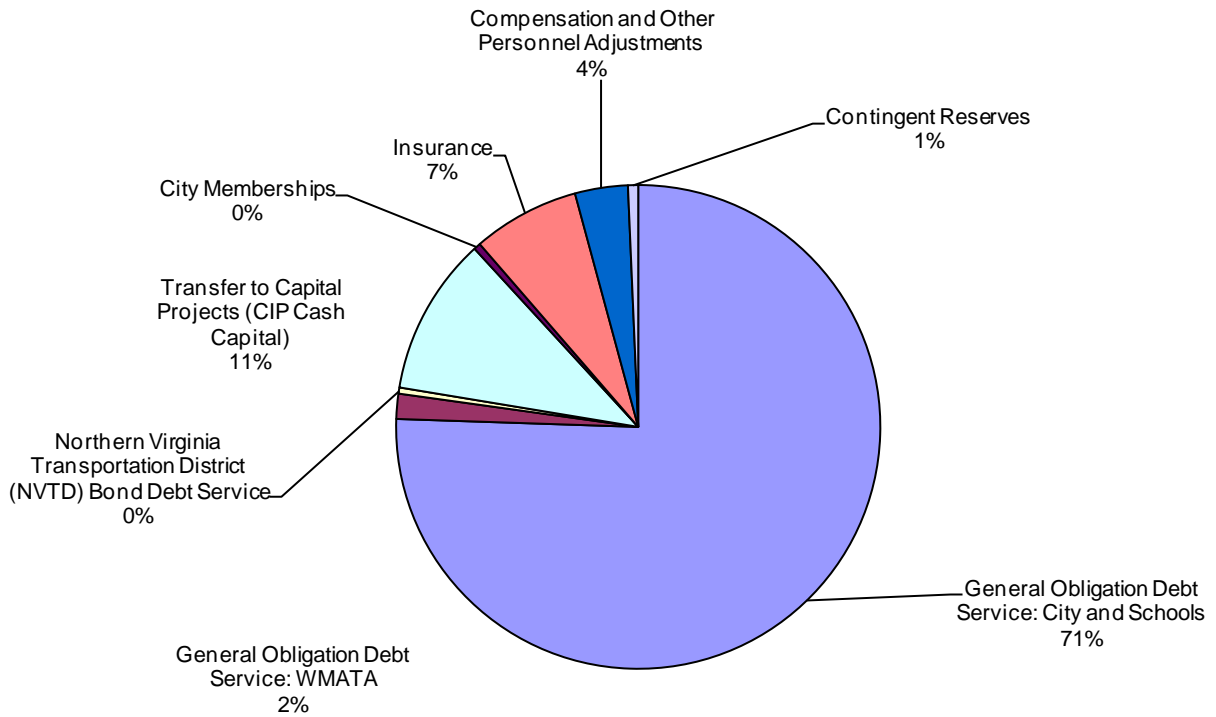
## Non-Departmental Expenditures

The Non-Departmental Expenditures section summarizes City-wide expenditures that are not department-specific such as for debt service; cash capital (pay-as-you-go capital project funding); contingent reserves; insurance costs; City memberships in regional, national and international associations; publications and communications; employee compensation; and other general City-wide expenses.

Expenditures	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
CIP Related Expenses			
General Obligation Debt Service: WMATA	\$0	\$903,335	\$1,048,013
General Obligation Debt Service: General	\$38,479,349	\$42,278,674	\$47,210,231
Northern Virginia Transportation District (NVTD) Bond Debt Service	\$256,070	\$256,070	\$256,070
Transfer to Capital Projects (CIP Cash Capital)	\$5,545,000	\$4,915,986	\$6,605,483
City Memberships	\$273,626	\$288,774	\$288,936
Insurance	\$5,091,976	\$4,249,525	\$4,469,155
Compensation adjustments and other personnel budget adjustments	\$1,903,783	\$2,108,400	\$3,303,367
Other Operating Expenditures	\$1,600,179	\$2,505,107	\$2,205,684
Contingent Reserves	\$0	\$760,000	\$425,000
Other Post Employment Benefit (OPEB) Obligations	\$3,400,149	\$1,800,000	\$0
Snow and Other Natural Emergencies	\$2,465,213	\$836,127	\$836,127
<b>Total All Funds Non-Departmental Expenditures</b>	<b>\$59,015,345</b>	<b>\$60,901,998</b>	<b>\$66,648,066</b>
<b>Revenues</b>			
Special Revenue Fund	\$1,755,103	\$1,000,000	\$1,000,000
<b>Total Revenues</b>	<b>\$1,755,103</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total General Fund Expenditures</b>	<b>\$57,260,242</b>	<b>\$59,901,998</b>	<b>\$65,648,066</b>

# Non-Departmental

**FY 2013 Proposed Non Departmental Expenditures**



# Non-Departmental

## Non-Departmental Expenditures

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
General Obligation Debt Service: WMATA	\$0	\$903,335	\$1,048,013
General Obligation Bond Debt Service: City and Schools <sup>1</sup>	\$38,479,349	\$42,278,674	\$47,210,231
Northern Virginia Transportation District (NVTB) Bond Debt Service	\$256,070	\$256,070	\$256,070
<b>Subtotal Debt Service</b>	<b>\$38,735,419</b>	<b>\$43,438,079</b>	<b>\$48,514,314</b>

### Debt Service:

• Total debt service costs are budgeted to increase by \$5.1 million, or 11.7 percent. Included in the \$48.5 million in total budgeted debt service is \$1.05 million for debt service related to the City's issuance of lower cost debt in June 2010 instead of a WMATA debt issuance; \$47.2 million for General Obligation Debt Service and \$0.26 million for Northern Virginia Transportation District Debt Service. Recently, the City has issued bonds to provide significant funding for the new Alexandria Police Department facility, the new Fire Station 210 (Eisenhower Valley)/Impound Lot and Alexandria City Public School facilities improvements at historically low interest rates. The City has utilized the federal Build America Bonds program in 2009 and 2010 to keep the cost of debt low. The increase in FY 2013 is primarily attributable to the manner in which the City structured its bond principal repayment. In June 2010, the City issued \$72.3 million in debt, which resulted in \$5.2 million in debt service requirements in FY 2013. In July 2011, the City issued \$69.95 million in debt at an overall fixed rate interest cost of 3.18 percent, which results in \$3.72 million in debt service in FY 2013. Although payments on previously issued debt are declining, the increases due to these issuances are significantly greater, including:

- \$43,833,213 in debt service on \$415.7 million in 1999 through 2012 General Obligation (GO) Bonds and \$68.1 million in planned FY 2013 GO bonds. This total includes \$1,048,013 in WMATA debt service.
- \$758,404 in debt service for \$10.0 million in debt issued in November of 2004 for open space purposes. This amount is equal to approximately 0.2 percent of the estimated real estate tax.
- \$1,821,125 in debt service for \$20.0 million in total previously issued taxable bonds for affordable housing.
- \$1,845,502 in debt service (including new FY 2013 planned issuance) for various GO bonds issued that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the Sanitary Sewer Enterprise Fund (established in FY 2006).
- \$117,688 is FY 2013 planned debt service for GO Bonds for projects included in the City's Transportation Improvement Program (TIP). Funding for this debt service payment will be provided from the reserved 2.2 cents or the base real estate tax rate and additional cash capital approved in FY 2012 for transportation improvement projects. The funding for this, is budgeted in Transportation and Environmental Services.
- \$256,070 for the City's share of debt service for the Northern Virginia Transportation District bonds. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax which was authorized by the 1998 General Assembly.

<sup>1</sup> During FY 2011, City Council in the context of a Supplemental Appropriations Ordinance appropriated \$393,652 in additional debt service resulting from the June 2010 issuance of Build America Bonds. The increased debt service was funded by an increase in Intergovernmental Revenue for the subsidy payment from the federal government. Together with the June 2009 issuance of Build America Bonds the total subsidy from the federal government for both bonds was \$1,713,303 in FY 2012.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
<u>Transfer to Capital Projects (CIP Cash Capital)</u>	<b>\$5,545,000</b>	<b>\$4,915,986</b>	<b>\$6,605,483</b>

### Transfer to Capital Projects (CIP Cash Capital):

- The budgeted Cash Capital transfer from the General Fund to the Capital Projects Fund is increasing by \$1,689,497, or 34.4 percent, from FY 2012 to FY 2013.
- The overall cash allocation to the CIP from all sources for FY 2013 is planned at \$39.8 million or 40.2% of the FY 2013 CIP.
- The Proposed FY 2013 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects and sewer fee revenues from the Sanitary Sewer Fund, bond interest earnings, Transportation Improvement Program (TIP) funding from the reserved 2.2 cents on the real estate tax, additional cash capital for transportation, and General Obligation bonds backed by TIP revenues. The percent of the Proposed CIP in FY 2013 to be financed by General Obligation bonds is 59.8%.

FY 2013 Funding Sources	\$ in millions	% of Total
Cash Capital (G.F. Revenue)	\$6.61	6.7%
General Fund Balance	\$13.24	13.4%
Bond Interest Earning	\$0.25	0.3%
Sanitary Sewer Fees	\$2.65	2.7%
Stormwater Management Dedicated Tax	\$1.05	1.1%
Dev. Contributions & Dedicated Taxes (PY)	\$1.00	1.0%
Transportation Improvement Program Cash (2.2 cents and Cash Capital)	\$6.42	6.5%
Other Sources	\$1.76	1.8%
Comcast Revenues for IT Infrastructure	\$1.05	1.1%
Non-City Sources	\$5.76	5.8%
<b>Subtotal City Cash and Other Resources</b>	<b>\$39.79</b>	<b>40.2%</b>
<b>General Obligation Bonds (Sanitary Sewers)</b>	<b>\$4.85</b>	<b>4.9%</b>
<b>General Obligation Bonds (Stormwater Mgmt)</b>	<b>\$1.00</b>	<b>1.0%</b>
<b>General Obligation Bonds (Transportation Improvement Program)</b>	<b>\$6.73</b>	<b>6.8%</b>
<b>General Obligation Bonds (City and Schools)</b>	<b>\$46.64</b>	<b>47.1%</b>
<b>Subtotal General Obligation Bonds</b>	<b>\$59.22</b>	<b>59.8%</b>
<b>Total, All Funding Sources</b>	<b>\$99.01</b>	<b>100.0%</b>

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>City Memberships</u>	\$273,626	\$288,774	\$288,936

### City Memberships:

The approved budget for City memberships is increasing by \$162, or 0.1 percent.

Most of the organizations in which the City is a member held their fees flat in FY 2013. The proposed budget of \$288,936 for City memberships includes City memberships in the Metropolitan Washington Council of Governments (\$123,731), the National League of Cities (\$9,674), the U.S. Conference of Mayors (\$12,242), the Virginia Municipal League (\$36,848), the Northern Virginia Regional Commission (\$74,182), and the Northern Virginia Transportation Commission (NVTC - \$32,259).

	FY 2011 <u>Approved</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>Insurance</u>	\$5,091,976	\$4,249,525	\$4,469,155

### Insurance:

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing \$219,630, or 5.2 percent. Increases are based on actual spending in prior years and projected premium cost increases. The most significant of these are an increase of \$86,000 for property insurance due to the new Alexandria Police Department Facility, \$77,000 for life insurance premiums for retirees, and \$48,000 for increased premium costs related to workers compensation. No increase in the maximum \$260 a month (\$3,120 per year) retiree health insurance subsidy is planned for FY 2013.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>Contingent Reserves</u>	\$0	\$760,000	\$425,000

### Contingent Reserves:

In FY 2013, there is \$425,000 proposed in City Council Contingent Reserves. In FY 2012, City Council designated this amount to address Fire overtime budget issues. The Fire Department will be coming forward in FY 2012 with a request to have these funds transferred to cover projected overages in their personnel budget related to overtime. Through the midpoint of FY 2012 the Fire Department is projecting significant deficits in overtime and the funds are included in FY 2013 to be moved to the base budget of the Fire Department following City Council action in FY 2012.

In addition to the funds for Fire overtime, during the FY 2012 add-delete process, City Council designated the following funds (\$335,000) for specific purposes, including:

- \$150,000 for Gang Prevention – a portion of this (\$74,339) was appropriated in December 2011 to fund the Mentor Coordinator through the end of FY 2012;
- \$110,000 for Fort Ward Management Plan – this was considered a one-time designation and was not incorporated into the base budget for OHA; and
- \$75,000 for Indigent Care – this was appropriated in December 2011 and is considered on-going funding. In FY 2013, \$75,000 has been added to the base budget for Alexandria Neighborhood Health Services (ANHSI) to continue this initiative.

The following prior year designations (\$366,856) in Contingent Reserves were reappropriated in the fall of FY 2012.

- \$60,000 – Sheriff Sober Living Unit
- \$222,696 – Safety Improvements for Fire (this has been identified as a cash match for a grant application for Self-contained Breath Apparatus by the Fire Department. At this time the grant award has not been announced.
- \$4,160 – Sister Cities
- \$80,000 – Urban Forestry

In FY 2012, City Council has a total of \$977,517 of Contingent Reserves designated for the initiatives described above.

In FY 2012, City Council has total of \$425,000 of Contingent Reserves designated for Fire overtime issues.



# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
Other Post Employment Benefit (OPEB) Obligations	\$3,400,149	\$1,800,000	\$0

### Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total \$91.8 million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at “risks” before lending money to municipal governments. This budget provides \$2.1 million in funding in FY 2013 for obligations for future benefits to City employees after retirement. In prior years the funds were budgeted here in the Non-Departmental account. In FY 2013, these funds were allocated to departmental budgets. The funds will be appropriated to the OPEB trust fund and supplemented by a transfer of \$0.7 million from fund balance to help pay estimated FY 2013 costs. Another \$4.0 million in other cash sources provide a total of \$6.8 million or 99% of the annual required contribution. This funding represents the fifth year in a multi-year plan to gradually increase the annual funding to \$6.9 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is approximately one-third comprised of retiree life insurance benefits, which were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

### CASH FLOW PROJECTIONS

Other Post Employment Benefits Plan for Funding									
	2011	2012	2013	2014	2015	2016	2017	2018	
Medical Subsidy *	\$ 2.4	\$ 2.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Reimbursement	\$ 2.9	\$ 3.1	\$ 3.2	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	
Life Insurance	\$ 0.9	\$ 1.0	\$ 0.8	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	
Total Cash Flow	\$ 6.2	\$ 6.6	\$ 4.0	\$ 4.2	\$ 4.2	\$ 4.2	\$ 4.2	\$ 4.2	
Current General Fund	\$ 1.7	\$ 1.8	\$ 2.1	\$ 2.4	\$ 2.7	\$ 2.7	\$ 2.7	\$ 2.7	
Fund Balance Draw Down	\$ 1.6	\$ 1.2	\$ 0.7	\$ 0.2	\$ -	\$ -	\$ -	\$ -	
Total Annual Contributions (All Sources)	\$ 9.5	\$ 9.6	\$ 6.8	\$ 6.8	\$ 6.9	\$ 6.9	\$ 6.9	\$ 6.9	
Required Contributions	\$ 10.3	\$ 10.3	\$ 6.9	\$ 6.9	\$ 6.9	\$ 6.9	\$ 6.9	\$ 6.9	
Investible Funds	\$ 3.3	\$ 3.0	\$ 2.8	\$ 2.6	\$ 2.7	\$ 2.7	\$ 2.7	\$ 2.7	
Ending Fund Balance	\$ 15.8	\$ 20.0	\$ 24.3	\$ 28.7	\$ 33.6	\$ 38.8	\$ 44.4	\$ 50.4	
% of Annual Required Contribution Funded	92%	93%	99%	99%	100%	100%	100%	100%	
% of Annual Required Contribution Funded by Current General Fund Sources	77%	82%	88%	96%	100%	100%	100%	100%	

\* The change for FY 2013 represents a change in actuarial methodology. The City's general fund contribution requirement does not change.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>Snow and Other Natural Emergencies</u>	<b>\$2,465,213</b>	<b>\$836,127</b>	<b>\$836,127</b>

In FY 2010 and early in FY 2011, the City experienced two cataclysmic snow storms in December 2009 and February 2010 and an extremely severe thunderstorm in August 2010. In FY 2010, the City spent nearly \$13 million to prepare for and clean up after the snow storms. City Council appropriated \$800,000 for this storm's costs from fund balances assigned for storm emergencies as an FY 2011 Supplemental Appropriation. General Fund expenditures for these events are expected to be \$5.1 million, although at this time the amount of FEMA reimbursement is unknown.

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. Approximately, \$38,000 was moved from General Services and \$565,000 was moved from Transportation and Environmental Services to form a central budget for snow and other emergencies. A centralized accounting of these activities allows for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional \$230,000 was approved in the Non-Departmental account in FY 2012 to provide a more realistic annual budget for this service. The FY 2013 budget remains the same as FY 2012. This centrally appropriated amount of \$836,127 will be supplemented by \$0.5 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<b>Employee Compensation and other Personnel Adjustments</b>			
Line of Duty Benefit Costs	\$0	\$230,000	\$152,000
Pension (Public Safety - Closed Deferred Benefit system)	\$1,701,200	\$1,700,000	\$1,700,000
BRAC Coordinator	\$33,850	\$0	\$0
Employee Compensation (General government pay scale adjustments and top of grade addition)	\$0	\$0	\$499,000
Additional Fire overtime	\$0	\$0	\$465,000
Office of Project Implementation	\$0	\$0	\$308,967
Tuition Assistance	\$168,733	\$178,400	\$178,400
<b>Total Employee Compensation and other Personnel Adjustments</b>	<b>\$1,903,783</b>	<b>\$2,108,400</b>	<b>\$3,303,367</b>

### Employee Compensation and other Personnel Adjustments

- Funding for these various operating expenses is increasing \$358,840, or 12.2 percent.
- Significant impacts in this category are:
  - Line of Duty Benefit costs have been allocated by Department according to the number of eligible positions. In total, the FY 2013 budget includes approximately \$400,000 toward this liability, an increase of \$170,000 compared to FY 2012.
  - \$499,000 is proposed to bring the general pay scale more in line with the market (by shifting it approximately 6 percent), by eliminating the two lowest steps and adding an additional step to the top of the schedule. A one-time 2.3 percent pay adjustment has been budgeted for public safety employees at the top of the scale.
  - Deficits in overtime spending continue in the Fire Department. Included in Non-Departmental is an additional \$465,000 to address the overtime shortfall. This is in addition to funds designated in Contingent Reserves. Additional resources needed by the Fire Department are proposed to come from savings within the Department.
  - \$308,967 is proposed to create an Office of Project Implementation to facilitate the implementation of high priority capital projects, including the recently adopted Waterfront Plan and flood mitigation and other complex capital plans. The funds budgeted here were established by transferring vacant positions in other departments. No new funds have been added to the FY 2013 budget to implement this new office.
  - Tuition Assistance is proposed to remain at the same level as FY 2012.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2011 <u>Approved</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>Other Operating Expenses</u>	<b>\$1,600,179</b>	<b>\$1,505,107</b>	<b>\$1,205,684</b>
	FY 2011 <u>Actual</u>	FY 2012 <u>Approved</u>	FY 2013 <u>Proposed</u>
<u>Other Operating Expenses</u>			
Public Safety Radio System	\$460,848	\$400,000	\$419,577
Efficiency/Best Practices Studies	\$117,398	\$0	\$0
Community Indicators	\$0	\$45,000	\$0
Waste-To-Energy Plant Property Taxes	\$586,168	\$580,000	\$290,000
Citizen Academy (Including Police Citizen Academy)	\$2,368	\$4,300	\$4,300
City-Wide Telecommunications	\$90,391	\$0	\$0
Targeted Recruitment	\$7,151	\$0	\$0
<u>Other Expenditures</u>	<u>\$335,855</u>	<u>\$475,807</u>	<u>\$491,807</u>
<b>Total Other General Fund Operating Expenditures</b>	<b>\$1,600,179</b>	<b>\$1,505,107</b>	<b>\$1,205,684</b>
Allowance for Special Revenue Fund Grants and Donations		\$1,000,000	\$1,000,000
<b>Total Other All Funds Operating Expenditures</b>	<b>\$1,600,179</b>	<b>\$2,505,107</b>	<b>\$2,205,684</b>

### Other Operating Expenses :

- Funding for these various operating expenses is decreasing \$299,423, or 19.9 percent.

- Significant impacts in this category are:

- \$270,000 remains in the Non-Departmental budget for affordable housing purposes. These are the remaining funds from the dedicated real estate revenue for affordable housing (not currently being used to pay for debt service). The majority of the 0.6 cents of real estate tax revenue dedicated for affordable housing purposes is used to pay existing debt service. There is also \$414,722 budgeted in the Office of Housing for total resources of approximately \$685,000 of funds available for affordable housing initiatives.

- The telecommunications budget was increased (\$10,000) to reflect actual spending in FY 2011.

- The public safety radio system budget was increased (\$19,577) to reflect actual expenditures in FY 2011 and increased lease costs.

- The amount needed for Waste to Energy plant property taxes is reduced by \$290,000, based on the new agreement with Covanta.

# Real Estate Assessments

**Mission Statement:** The mission of Real Estate Assessments is to fairly and equitably assess all taxable real property, to educate the public about the assessment process, and to provide superior customer service to property owners.

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Personnel	\$1,335,894	\$1,460,762	\$1,472,388	0.8%
Non-Personnel	134,218	213,707	213,740	0.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b><u>\$1,470,112</u></b>	<b><u>\$1,674,469</u></b>	<b><u>\$1,686,128</u></b>	<b>0.7%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,470,112</u></b>	<b><u>\$1,674,469</u></b>	<b><u>\$1,686,128</u></b>	<b><u>0.7%</u></b>
<b>Total Department FTE's</b>	<b>14.0</b>	<b>15.0</b>	<b>14.0</b>	<b>-6.7%</b>

## Highlights

- In FY 2013 General Fund budget increases by \$11,659 or 0.7%.
- FY 2013 personnel costs increases by \$11,626 or 0.8%. The increase is due to employee merit adjustments and an increase in benefit costs offset by the reduction of one vacant full time real estate appraiser position (\$75,529).
- There is no change in non-personnel.
- Funding from prior year savings is being provided in FY 2013 for a one-time data quality study. The study will evaluate the quality of the current data and assist in the identification of new strategies to improve the city's property database at no cost to the FY 2013 operating budget.

# Real Estate Assessments

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Real Estate Services	\$1,470,112	\$1,674,469	\$1,686,128	0.7%
<b>Total</b>	<b>\$1,470,112</b>	<b>\$1,674,469</b>	<b>\$1,686,128</b>	<b>0.7%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change 2012-2013
Real Estate Services	14.0	15.0	14.0	-7.0%
<b>Total</b>	<b>14.0</b>	<b>15.0</b>	<b>14.0</b>	<b>-7.0%</b>

### Real Estate Assessments Programs and Activities

**Real Estate Assessment**  
 Property Record Management  
 Assessment Appeals  
 Property Valuation

### Dept Info

#### Department Contact Info

703.746.4646  
[www.alexandriava.gov/realestate](http://www.alexandriava.gov/realestate)

#### Department Head

Ted Jankowski, Director  
[ted.jankowski@alexandriava.gov](mailto:ted.jankowski@alexandriava.gov)

#### Department Staff

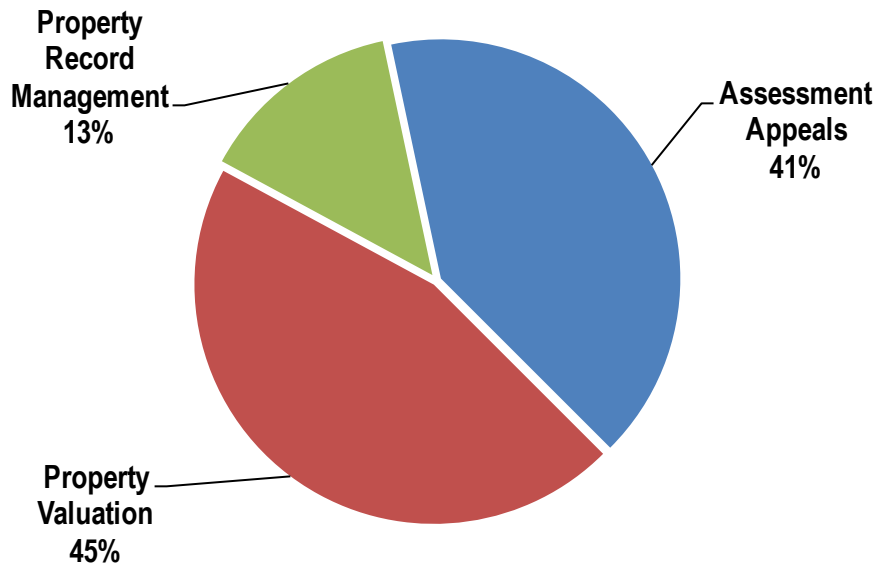
Bryan Page, Deputy Director  
 Dillon Kiel, Office Manager

## Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved*	FY 2013 Proposed
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.3%	0.2%	0.1%
% of tax adjustments submitted to Treasury within 14 days	100.0%	100.0%	100.0%

\*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.

## FY 2013 Proposed Expenditures by Program



# Real Estate Assessments

The goal of the Real Estate Assessments program is to efficiently grow and manage the City's tax base in a manner that minimizes assessment challenges, maximizes transparency, and increases the public's understanding of the process.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
% of All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,470,112	\$1,674,469	\$1,686,128
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,470,112	\$1,674,469	\$1,686,128
Program Outcomes			

## Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property ownership and sales to ensure the correct property is assessed accurately.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$193,838	\$220,783	\$232,209
FTE's	2.1	2.1	2.1
% of deeds and transfers entered within 30 days	100%	100%	100%
# of parcel transfers*	1,983	3,561	3,500
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

\*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012

ASSESSMENT APPEALS – The goal of Assessment Appeals is to expeditiously resolve all departmental Request for Review prior to the June 1 deadline for taxpayers to file an Assessment Appeal with the Board of Equalization. The goal at the Appeal stage is to vigorously defend the assessments. We hope to reduce the number of Appeals by encouraging property owners to resolve valuation disputes at the departmental Review stage.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$574,760	\$654,656	\$688,537
FTE's	5.7	6.2	5.7
Number of Reviews	332	292	300
Number of Appeals	229	208	200
% change in value due to BOE adjustments compared to tax base	0.3%	0.2%	0.1%

\*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.

PROPERTY VALUATION – The goal of Property Valuation is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed
Expenditures	\$701,514	\$799,030	\$765,382
FTE's	6.2	6.7	6.2
\$ change in annual assessments*	\$812,685,996	\$1,150,746,287	\$850,000,000
Parcels per employee	3,195	3,212	3,205
\$ of Assessed Value per employee	2,209,705,422	2,270,514,663	2,353,877,798

\*Data for FY 2011, FY 2012, and FY 2013 are based on calendar year data for 2010, 2011, and 2012 respectively.



# Real Estate Assessments

## Summary of Budget Changes

### Supplemental Funding

			FY 2013
Activity	Adjustment		Proposed
<b>Property Valuation</b>	<i>Data Quality Study</i>	<b>0.0</b>	<b>\$0</b>
Funding from prior year savings is being provided for a one-time study to improve the quality of the City's real estate assessment information at no cost to the FY 2013 operating budget.			

### Expenditure Reductions

			FY 2013
Activity	Expenditure Reduction	FTE's	Proposed
<b>Assessment Administration</b>	<i>Personnel Reduction - Appraisal Supervisor</i>	<b>-1.00</b>	<b>(\$75,529)</b>
This reduction will eliminate the currently vacant Appraisal Supervisor position. This Appraiser Supervisor would act as the head appraisal statistician and manage the Computer Assisted Mass Appraisal operations.			

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